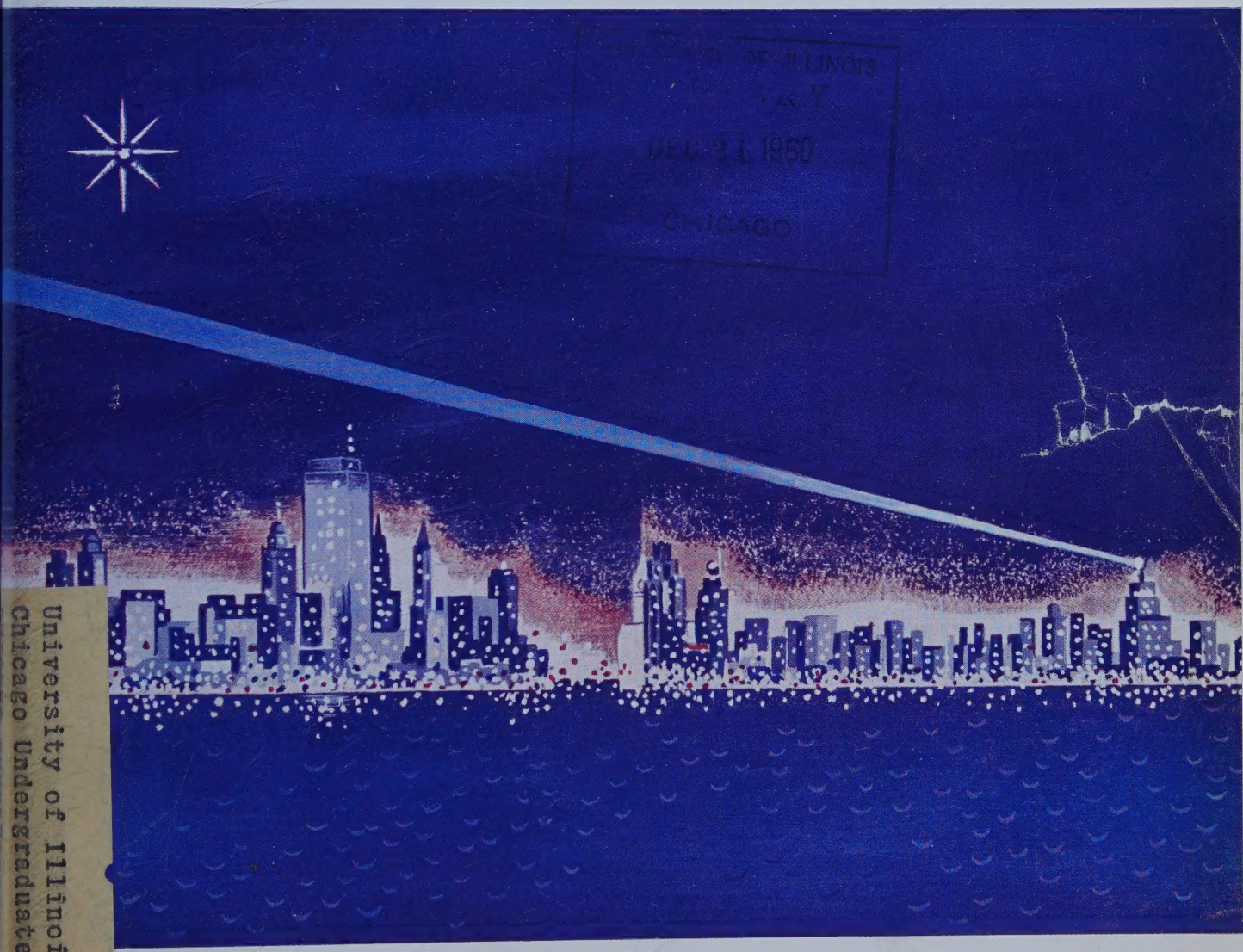
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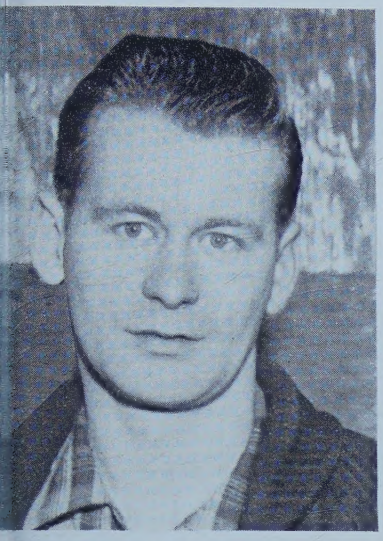
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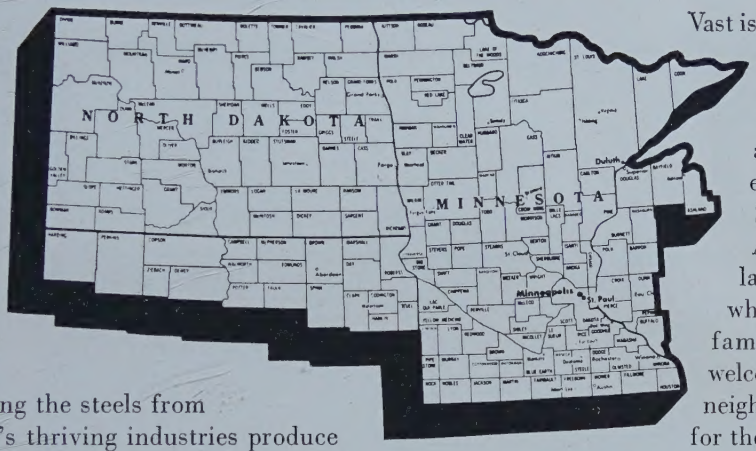
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Inland men, representatives of their company, make this land their home—love it for its lakes and forests—are proud of its heritage. Here, is the source of the Mississippi, Father of Waters. Here, is the famous Mayo Clinic. Here, are the Mesabi iron mines and the great ore shipping port of Duluth. This is the land of Paul Bunyan and of Sinclair Lewis and of the Minneapolis Symphony Orchestra. And from this land comes Scotch Tape, Univac, sugar beets, canning corn, peas, potatoes, wheat to feed the world and millions of Christmas trees to gladden the hearts of children all over America.

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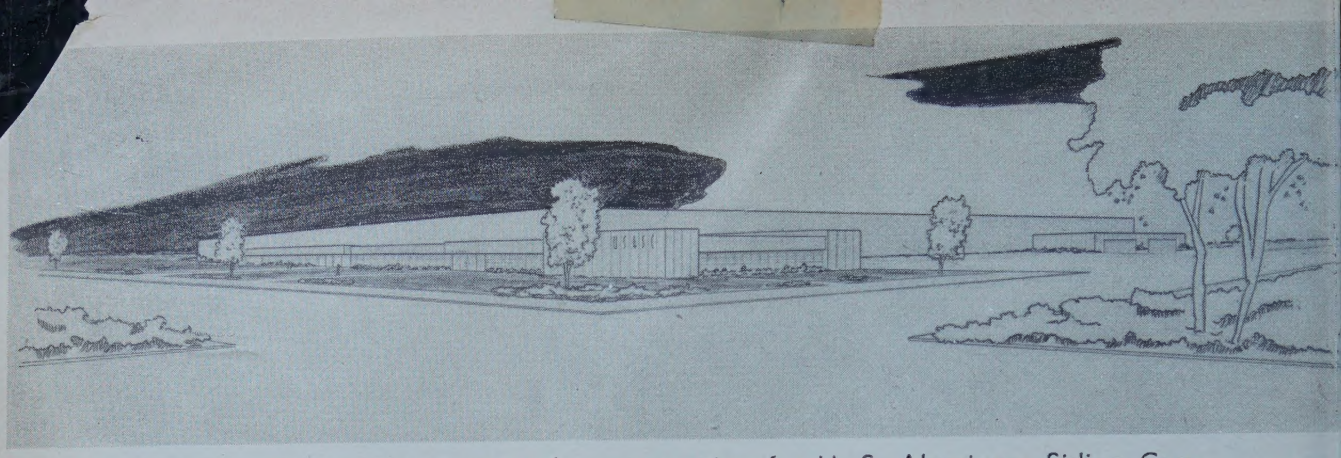
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CHICAGOLAND VOICE OF BUSINESS

Volume 57 • Number 11 • December, 1960

READER'S VIEWPOINT

To the Editor:

I am my own secretary today . . . just want to congratulate you on your editorial about our good friend Ed Sullivan.

LEONARD HICKS
VICE PRESIDENT AND
MANAGING EDITOR
PICK-CONGRESS HOTEL

To the Editor:

Year after year Chicago traffic deaths during the Christmas season have been the highest of any period of similar length during the year. Usually, Christmas Eve or the work day immediately preceding the holiday has shown the highest number of deaths of any single day in the year.

Police records establish firmly that in most of these fatal Christmas Eve accidents one or more of the persons involved had been drinking. It is probable that many of the persons who were under the influence of alcohol had been drinking at an office party.

Drunk driving is a bigger factor in Chicago traffic deaths than is generally realized. Certainly it is the most serious at Christmas time.

I am addressing this letter now, several weeks before December 24th, because many companies will shortly be planning Christmas parties. Many employers believe that employes enjoy themselves more when liquor is served at a party. This may be true, and certainly it does not lie within my authority as Superintendent of Police to instruct them in this matter.

But I do wish to urge all employers and office managers to do away with liquor at Christmas parties. Experience, the best teacher, tells us that the price of alcohol inspired fun can be a very personal tragedy.

I am asking, therefore, that all Chicago offices, plants and factories ban alcohol at holiday season parties

(Continuetd on page 37)

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Thomas H. Coulter

EYE ON CHICAGOLAND

Dear Member:

Your Association has already assumed a unique position of leadership in the field of export promotion. Within the last twelve months... several new projects have been executed under a new program called "Operation Export-Chicago". Among these have been the Chicago International Trade Fair...the recent 80-man trade mission flight to Europe...the large "Made In Chicago" exhibit of products and services at the Vienna International Trade Fair...and Chicago's first World Trade Guide to products and services available in Chicago.

December 1 we announced additional projects for 1961. Among them are: A huge display of American products in a special export pavilion in the 1961 Chicago International Trade Fair...A new enlarged Chicago World Marketing and Inter-American Industries Conference to be held during the Fair...A special export opportunity bulletin for our members to provide leads and opportunities to quote on export business...An enlarged World Trade Division staff to provide additional services to members...A trade mission flight tour of Latin American countries as part of an export sales program in that area of the world....Participation in other trade fairs throughout the world with informative exhibits about Chicago as a world trade center and source of products and services...An overseas tourist promotion program to "Visit Chicago" as part of the government's "Visit U.S.A." program.

Thus we join the efforts of Federal government agencies...as directed by the President of the United States...in a common effort to stimulate and increase our exports in order to reverse the unfavorable balance of payments situation which is serious. At the same time we can achieve for the Chicago business community realistic benefits. This can be done only with the enthusiastic support of all phases of Chicago enterprise.

We need exhibitors to participate in the 1961 Trade Fair's "Made in the U.S.A. Pavilion"...there are three plans to choose from with total costs as low as $750...and we need buyers from all over the world to come to see your exhibits...visit your factories...and attend the World Marketing and Inter-American Industries Conference. Last year 340 foreign buyers from 42 countries registered at our Fair. This year...with a special buyer promotion in Canada and Latin America we have set an objective of 1,000 foreign buyers. Our trade mission flight to Latin America and other plans already underway give bright promise of achieving this objective.

If you will join in this all-out effort...Chicago can assume the position of leadership in an area of critical need abounding with opportunities that can project our community into an era of growth and prosperity unsurpassed in our generation. Our World Trade Division will furnish you with all information desired.

With best wishes for the holiday season and a bright and prosperous New Year...

Sincerely,

Thomas H. Coulter

Chief Executive Officer, The Chicago Association of Commerce and Industry



Builder Sam Batistich makes sure that prospects know about concealed wiring. He also furnishes a kitchen wall phone with each home

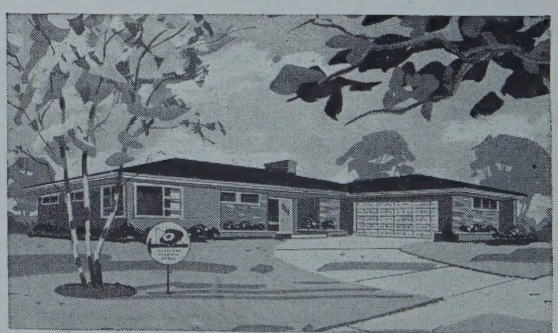
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Patterns of Recession And Recovery

By JOHN K. LANGUM

Vice President for Research and Statistics,
Chicago Association of Commerce and Industry,
and President, Business Economics, Inc.

THE present recession is displaying marked differences as well as similiarities as compared with the three previous postwar recessions during the years since World War II.

Gross national product is, of course, the most comprehensive measure of the level of activity in the American economy. In analysis of business conditions, special importance attaches to the breakdown of gross national product between inventory change and final demand. The part of current output of goods and services — the dollar value of which is measured by gross national product—which is sold or taken off the market, comprises final demand. This part of current output of goods and services corresponds to final purchases by consumers, businesses, governments, and foreigners. But that part of current output of goods which is not sold constitutes additions to business inventories.

Another possibility exists, too. When business inventories are being reduced, final demand exceeds current output of goods and services.

Data for gross national product, inventory change, and final demand are shown in the table by quarters, in terms of seasonably adjusted annual rates, for the three preceding postwar recessions as well as for the first three quarters of 1960. It must be remembered that these data are in current dollars and the changes shown in part reflect price change, usualy increases, as well as changes in real volume. As indicated, the letter H signifies the high level before the recession of gross national product, inventory accumulation, and final demand. Correspondingly, the letter L signifies the low level in the recession of gross national product and final demand and the maximum rate of inventory accumulation.

The record indicates some definite characteristics of the postwar business cycle. In each previous recession, gross national product has declined in large part because of a change from inventory accumulation to liquidation. From the fourth quarter of 1948 to the second quarter of 1949, the swing from inventory increase, $4.3 billion, to inventory decrease, $5.3 billion, amounted to $9.6 billion, somewhat more than the corresponding decline in gross national product. From the third quarter of 1953 to the second quarter of 1954, the swing in inventory change was $5.8 billion, as against the decline in gross national product of $9.9 billion. From the third quarter of 1957 to the first quarter of 1958, the swing in inventory change was $9.4 billion, as against the decline in gross national product of $16.3 billion. The full swing in inventory change from the quarter of maximum accumulation to the quarter of maximum liquidation was even greater than these changes from high quarter to low quarter for gross national product. It is readily apparent why these business declines have been referred to as inventory recessions.

INVENTORY CHANGE AND FINAL DEMAND

Post-World War II Recessions
(In billions of current dollars)

Recession	G.N.P.	Inventory Change	Final Demand
1948-1949			
1948—III	$264.0	$ 6.1H	$257.9
IV	265.9H	4.3	261.6H
1949—I	259.8	0.0	259.8L
II	256.4L	—5.3L	261.7
1953-1954			
1953—II	368.8H	3.1H	365.7
III	367.1	0.7	366.4H
IV	361.0	—4.6L	365.6
1954—I	360.0	—2.6	362.6
II	358.9L	—2.7	361.6L
1957-1958			
1957—II	442.1	2.7H	439.4
III	448.3H	2.5	445.8H
IV	442.3	—1.2	443.5
1958—I	432.0L	—6.9L	438.9L
1960-1961			
1960—I	501.3	11.4H	489.9
II	505.0H	5.3	499.7
III	503.5	0.6	502.9H

H—High level before the recession of G.N.P., inventory accumulation, and final demand.

L—Low level in the recession of G.N.P. and final demand and maximum rate of inventory liquidation.

Concurrently with inventory change, final demand has declined during postwar recessions and has contributed somewhat to the decline in economic activity. These declines in final purchases have been very slight, however, and have represented virtually no more than a mere wavering. From the high quarter to the low quarter in terms of gross national product, the percentage declines in final purchases were 0.69 of one percent from 1948 to 1949, 1.31 percent from 1953 to 1954, and 1.55 percent from 1957 to 1958. Such stability in final demand has reflected in part changes in the structure of the private sectors in the economy and in part the effect of so-called built-in stabilizers.

With this analysis as background, several observations may be made concerning the current recession. A major change from inventory accumulation to little accumulation has already occurred. Although some overall liquidation of inventories undoubtedly lies ahead, even with a substantial rate of reduction, the major shift in the rate of inventory change has already occurred. The economy is not vulnerable to sharp decline ahead from inventory change.

The absence of a severe rate of liquidation, such as was underway early in 1958, has significance for the future also. A sudden rise in the economy such as did occur from ending of inventory liquidation in 1958, cannot be expected.

Beyond inventory adjustment, however, the economy faces still more fundamental problems. These include the adequacy of underlying real demand for private durable goods and the serious deterioration in the profit situation already underway. These problems are far deeper than inventory adjustments alone.

No more than weakening of final demand is indicated, however. Thus the timing of inventory change in relation to changes in final demand has definite meaning for the shape and magnitude of the 1960-1961 recession and subsequent recovery. A sharp V-like movement is not indicated. A somewhat long, saucer-like movement now appears probable. The American economy faces some problem of adequate recovery but is in no danger of major decline.

Metropolitan Chicago Trends

	Oct. 1960	Sept. 1960	Aug. 1960	Oct. 1959	% Change 10/60 vs 10/59		Cumulative—10 Months 1960	% Change from 1959
POPULATION AND GENERAL GROWTH TRENDS:								
Population—Metro. Chicago 6,743,316 on April 1, 1960 (1960 Census of Population)								
Recorded Births:								
—Chicago	8,058	8,332	8,758	8,366	— 3.7	T	78,850	— 2.9
—Metr. Area (6 Ill. Counties)	13,254	13,603	14,152	13,356	— 0.8	T	126,449	— 0.8
Recorded Deaths:								
—Chicago	3,305	3,078	3,095	3,155	+ 4.8	T	33,240	+ 2.3
—Metr. Area (6 Ill. Counties	5,088	4,743	4,716	4,872	+ 4.4	T	50,700	+ 2.5
Marriage Licenses (Cook County)	4,998	5,550	6,040	4,937	+ 1.2	T	48,551	+ 3.2
No. of Main Tel. in Serv. (Ill. Bell) (000)								
—Business Telephones	330.7	330.1	329.1	320.5	+ 3.2	LM	330.7	+ 3.2
—Residential Telephones	1,710.1	1,706.0	1,702.4	1,661.9	+ 2.9	LM	1,710.1	+ 2.9
INDUSTRY:								
Index of Ind. Prod. (1947-49=100)	132.0p	132.3	130.7	129.0	+ 2.3	A	135.5p	+ 1.5
Steel Production (000 Tons)	1,314.1	1,321.0	1,313.0	95.2	**	T	16,885.6	+25.2
Petroleum Refining (Jan. 1957=100)	N.A.	98.2	102.3	96.9	N.A.	Ax	101.5	+ 0.9
Ind. Gas Consumed—Chgo. (000 Therms)	13,819	12,285	11,996	14,326	— 3.5	T	143,398	— 2.0
Electric Power Prod. (000,000 K.W.H.)	1,978	2,023	2,113	1,842	+ 7.4	T	19,768	+ 5.6
Dressed Meat Und. Fed. Insp. (1953=100)	64.0	61.5	62.8	64.9	— 1.4	A	61.2	—15.7
TRADE:								
Dept. Store Indexes (1947-49=100)								
—Sales (Seasonally Adjusted)	130	121	121	129	+ 0.8	A	123	0.0
—Inventories (Seasonally Adjusted)	145	147	147	139	+ 4.3	A	143	+ 5.1
Retailer's Occupation Tax Collections (Municipal Tax Excluded) (000)								
—Chicago	N.A.	$ 9,548	$ 9,251	$ 10,104	N.A.	Tx	$ 91,468	+13.9
—Chicago Metr. Area (6 Ill. Counties)	N.A.	$ 16,660	$ 16,173	$ 17,173	N.A.	Tx	$154,759	+ 0.1
Consumer Price Index (1947-49=100)								
All Items—Chicago	130.7	130.4	130.3	129.3	+ 1.1	A	129.8	+ 1.6
New Passenger Cars—No. of (R. L. Polk)	22,880	19,726	24,237	23,117	— 1.0		269,269	+ 6.6
Water Imports, Exc. Grain (Sh. Tons)	N.A.	24,643	25,290	47,129	N.A.	Tx	196,253	N.A.
Water Exports, Exc. Grain (Sh. Tons)	N.A.	77,587	102,280	70,859	N.A.	Tx	602,413	N.A.
Steel Mill Imp.—Port of Chi. (Sh. Tons)	N.A.	7,302	7,760	28,290	N.A.	Tx	53,088	—67.2

T=Total of 10 month. Tx=Total of 9 months. A=Average of 10 Months. Ax=Average of 9 months. LM=Latest Month. P=Preliminary. N.A.=Not Available.. *Indicates residential vacancy rate. r=Revised. **Steel Strike July 15 to Nov. 7, 1959. (Cont. on page 28





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editor's page

Cooperation Deserved

Orlando W. Wilson, Superintendent of Police, in a letter to Chief Executive Officer Thomas H. Coulter has requested the Association to ask its members to help Chicago police officers observe the following rule of the department:

"The solicitation or acceptance of rewards, gifts or gratuities of any kind by any member of the department is forbidden. This rule does not exclude the acceptance of gifts from relatives and close friends with whom gifts are normally exchanged at Christmas time, birthdays, anniversaries, and similar occasions."

Superintendent Wilson said in his letter:

"Over the years it has apparently been common practice to remember Chicago policemen at Christmas with gifts of money and other things of value. I recognize that many of these gifts are well-intentioned and represent only the Christmas spirit of giving. On the other hand, many are hand-outs for past or anticipated favors and border on bribery. The former is demeaning to the good policeman and puts him in the position of accepting a gratuity that is beneath his dignity and station; the latter is frankly intended to corrupt him.

"Because a line cannot easily be drawn between sincere gifts and those which are intended to corrupt or to reward for past or anticipated favors, it is necessary to prohibit all gifts and gratuities. It is our hope and intention to raise policemen's salaries to a level at which they can live comfortably without looking forward to unauthorized compensation of any sort."

Every citizen of Chicago has a vital stake in the job Superintendent Wilson has undertaken to rebuild the effectiveness and reputation of the city's 10,000 man police force. His request deserves absolute cooperation.

Tax Threat to Middle-Income Housing

Recently George H. Dovenmuehle, chairman of Dovenmuehle, Inc., and chairman of the Urban Renewal Committee of the Chicago Association of Commerce and Industry told the Association's Board of Directors: "The greatest increase in taxes has been in the realm of the walk-up apartment where the margin of profit to the landowner is narrowest. Owners of such property are the ones we've depended upon to give employes decent living conditions near their work and to rehabilitate our city. We have the highest construction costs in the land and the highest operating cost per apartment and now real estate taxes have become so high that incentive to create this type of housing is ended."

Dovenmuehle told the Directors that the owner of a typical three-year-old apartment building with a normal sized mortgage, after paying interest and figuring only a five per cent vacancy, collects only 33 days of rent for himself — and the U. S. government takes a bite of that. In a typical case, he said, the actual return is only 3.1 per cent on the owner's equity — and "it looks as if this will be cut to 2.5 per cent next year because of further increases in local taxes."

The effect, he pointed out, is that Chicago employers are handicapped in competing effectively for good employes. Dovenmuehle suggested that interest rates paid by owners of walk-up apartments have been too high and that innovations both in construction and in building service have been ignored by the unions. He called for a remodeling of the tax structure so that "real estate doesn't have to carry the full load."

A few days ago, Dovenmuehle's statements were reinforced by the announcement of Anthony G. Allison, executive vice president of the Chicago Real Estate Board that rents would be increased next spring roughly 10 percent for apartment dwellers "because of a 10 per cent increase in real estate taxes, plus a five per cent increase in janitor wages, and a constant increase in the cost of fuel and supplies."

If Chicago is to remain a sound city, housing for middle income families must be provided. To do this, it is very evident, there must be tax relief.

Thank You

COMMERCE established an all-time record in 1960 in the number of pages of advertising it carried. Correspondingly, the number of pages of editorial content were at an all-time high.

We extend our thanks to our growing family of advertisers and hope that the business community has found the expanded editorial content both interesting and useful.

Alan Sturdy

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• ***Railways' Future*** — What is the future of the nation's railroads? Some of the world's top railroad executives will join with outstanding academic authorities in an attempt to answer the question during a three-day conference on "Technological Change and the Future of the Railways" January 23, 24, 25. The conference will be presented by the Transportation Center at Northwestern University, Evanston. Major papers on various aspects of technological change and its impact on the future of railroading will be presented by nine railroad industry leaders and research faculty from eight universities. Registrations at $150 per person may be made through Northwestern's Transportation Center.

• ***Porous Stainless Steel*** — According to Steelways, official publication of American Iron and Steel Institute, a plastics manufacturer removes dirt particles one half micron in size (anything smaller than 40 microns can't be seen with the unaided eye) from a liquid twice as thick as molasses by forcing the liquid through a porous stainless steel filter. Porous stainless is a radically new idea. The raw material is powdered stainless steel, graded according to particle size. The trick is to bind the particles together without destroying the air spaces around them. The filters have a wide range of commercial applications, Steelways says.

• ***Japanese Automation***—According to Donald S. Parris, Director of Electronics Division, Business and Defense Services Administration of the U. S. Department of Commerce, wage rates for Japanese electronic workers, while low by our standards, are not the whole story of low production costs. Parris told the Association of Electronic Parts and Equipment Manufacturers that Japanese industry is automating production of transistors and other components with rapidity, great skill and quality.

• ***Executive Development*** — The School of Business, University of Colorado, Boulder, Colorado, will present its annual Executive Development Program June 19 through July 14, 1961. It is designed to broaden the outlook of middle-management executives and costs $1,000, payable in advance. A program of continuing education on a monthly basis is carried on during the intervening 11 month period between annual programs.

• ***Flite Finder*** — Executive Services, Inc., Room 226, 605 N. Michigan, Chicago 11, is publishing a monthly "Flite Finder" at 50c a copy, $5 a year. It offers quick reference schedules of principal airline flights between Chicago and thirty-three major cities. The traveler can quickly find place and time of flights on a single line.

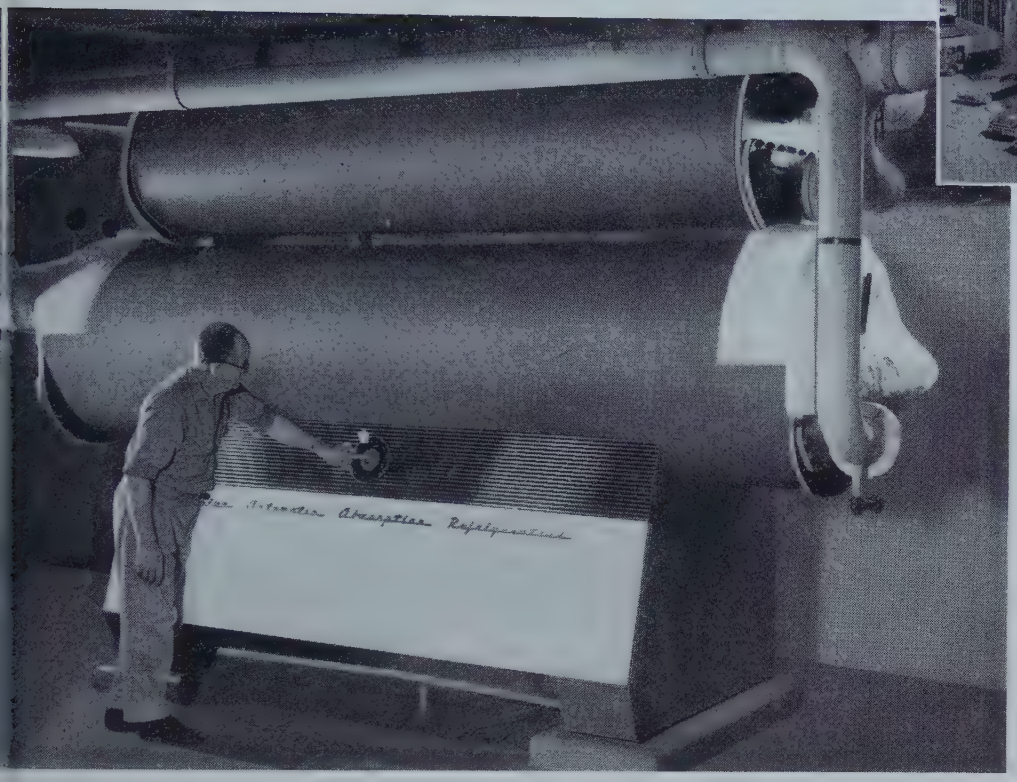
• ***Manufacturing Survey*** — The Department of City Planning, Chicago, is currently conducting a mail survey of all manufacturing establishments in the City. The questionnaire requests information on land area and space used for manufacturing purposes, employment data and size of structures. The information, to be held in confidence, will be utilized in the complex job of preparing future estimates of land use requirements for manufacturing in the city.

• ***Labor Law*** — A book which covers every phase of Illinois labor law including changes wrought by the Landrum-Griffin Act, has been pub

(*Continued on page 42*)

Gas air conditioning cools R. R. Donnelley's engineering and purchasing offices.





Just a push of the button is all it takes to start (or stop) this completely automatic 125-ton capacity absorption-type Gas air conditioner at the R. R. Donnelley & Sons Company offices, 2235 South Park Way, Chicago.

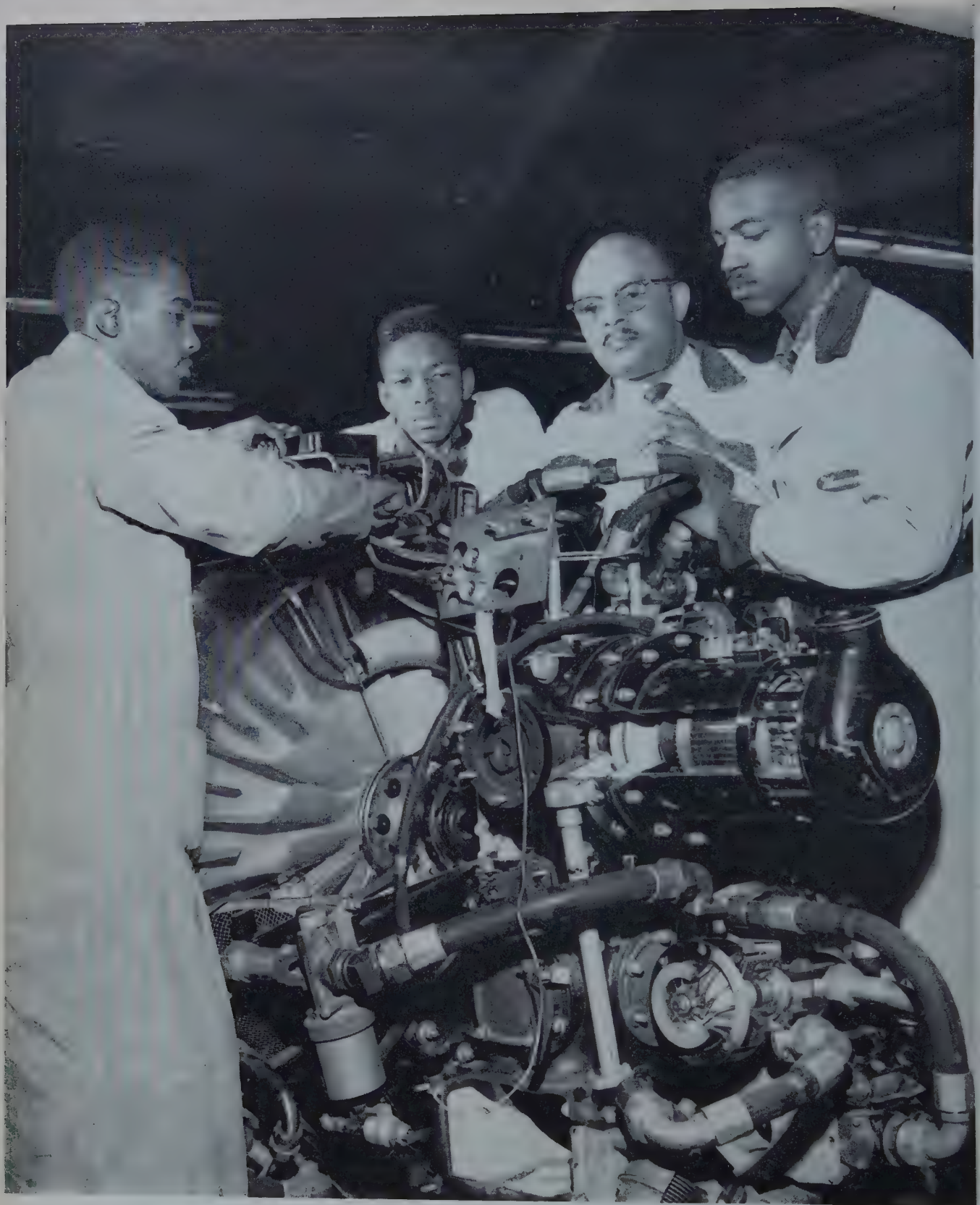
As one of the largest printers of national magazines, catalogs and telephone directories, R. R. Donnelley & Sons Company has earned a reputation for top quality craftsmanship. When it came to specifying an air conditioning system for their engineering and purchasing offices, Donnelley naturally chose Gas equipment.

A 125-ton capacity absorption-type air conditioner using Gas as the boiler fuel provides comfortable cooling for the entire 4-story building. The unit operates on the time-tested principle of evaporative cooling and uses low-pressure steam as its energy source.

Its simple construction, automatic operation and minimum maintenance requirements make the absorption air conditioner a practical choice for many industrial establishments. With Gas as the boiler fuel—on summertime rates—operating costs are cut to a minimum. Seasonally idle or excess boiler capacity is put on a year 'round paying basis.

If you are considering air conditioning for your building, office or plant, it will pay you to look into low-cost absorption air conditioning with Gas. For more details on this and other types of Gas air conditioning equipment, just telephone 431-4000. One of our engineers will be glad to discuss the application of Gas to your particular needs.

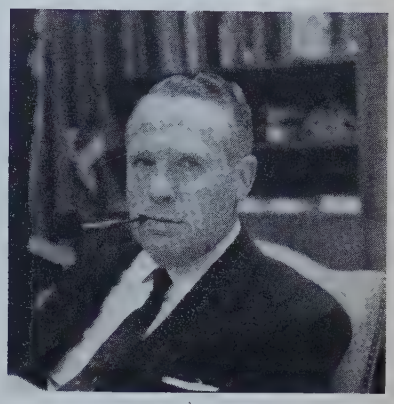
THE PEOPLES GAS LIGHT AND COKE COMPANY — INDUSTRIAL DEPARTMENT



Vocational school programs in Chicago are internationally famous. Above, at Dunbar on Chicago's south side, boys learn skills in work with a J40 jet engine. Left to right, Ronald Faulkner, Grover C. Nash, Alfred William, instructor; and Herbert Hardwick

Chicago Schools—Quality Controlled

Needs of the Individual Child at the heart of Educational Program for Complex Operation



James C. Worthy

By

JAMES C. WORTHY

Vice President For Health, Education and Welfare, Chicago Association of Commerce and Industry; and Vice President, Sears Roebuck and Company

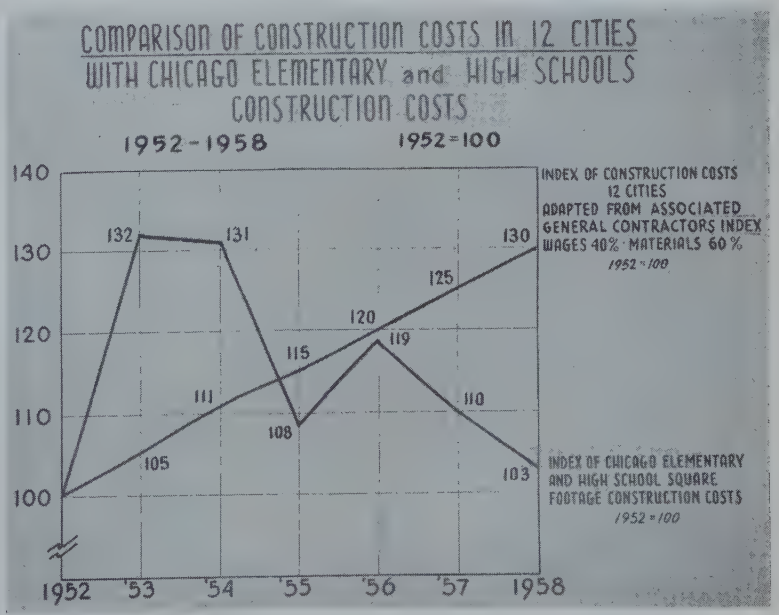
A SINGLE gigantic Chicago enterprise owns 500 plants within the city limits and invests nearly $300 million annually for stockholders numbering about 540,000. Unlike other enterprises, it is not expected to show dollars and cents profit or loss figures on its ledgers, for its success or failure can be measured only in terms of the intangible.

Into the 500 plants each year is poured an ever-increasing quantity of raw material, differing widely in both quality and individual characteristics — and none can be rejected. This is raw material which cannot be stock-piled, for processing must begin immediately upon receipt and continue, normally, for a span of twelve to thirteen years. The processing cannot be, nor is it, a mass production operation, for the nature of the raw material demands custom treatment. So great is the increasing inflow, new plants must be constructed and old plants must be expanded every year. Concomitantly, more and more skilled plant personnel must be hired in a very limited labor market where competition is severe and widespread.

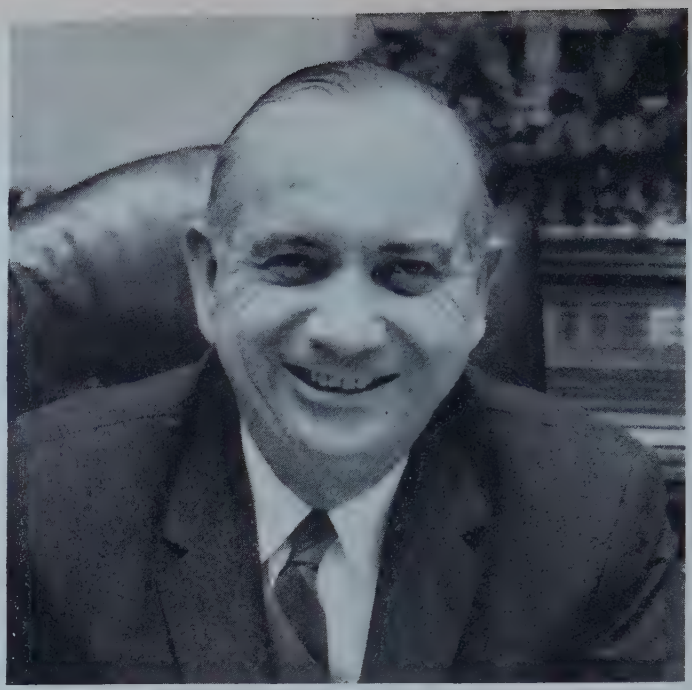
Thus might Chicago's superintendent of schools, Benjamin C. Willis, describe the complex operation of the Chicago Public School system with its 500 elementary and secondary schools, teachers college and seven junior college branches, for Ben Willis speaks to business men in the language of the business world. He uses such terms as "quality control" in speaking of the educational program and he reveals a businessman's respect for the value of a dollar.

Willis might disagree with the figure of only 540,000 stockholders—the number of taxable real estate units within the city limits. He can prove that every one of the nearly seven million residents of the eight-county Metropolitan area has a very real stake in the City of Chicago's schools, even though they contribute nothing to the cost of operation. Others are prepared to show that the influence of Willis and the Chicago School System is extended all across the United States.

Recently, the *Saturday Review* in



a special supplement on education said of Willis: "(he) is recognized by his professional associates as the leading fighter for quality education in metropolitan schools. His influence extends far beyond the boundaries of his own city. As president-elect of the American Association of School Administrators, and chairman of the influential Educational Policies Commission of the National Education Association, Ben Willis provides leadership for all the nation's schools. He initiated the Commission's 1959 "Essay on Quality in Public Education" and is a director and one of the prime organizers of the Great Cities School Improvement Study, in which superintendents of cities having a population of 200,000 and over get together twice a year to plan common approaches to "big-city" educational problems. When Harvard gave him an honorary degree not long ago, the citation read: "Benjamin Coppage Willis, a determined defender of the proposition that American cities deserve good schools."



Dr. Benjamin Coppage Willis, Chicago's superintendent of schools, is recognized by professional associates as the leading fighter for quality education in metropolitan schools

The very size of the operation Willis directs in Chicago creates problems which the small town or suburb never faces. While school enrollment has risen rapidly across the nation in the postwar years, few cities have experienced in-migration of people from the south on the scale that Chicago has known. Children, both Negro and white, from the red clay farms of the hills and plateaus on the other side of the Mason Dixon line literally have inundated the Chicago School System. These rural boys and girls are new to city life and to city schools. Often health, social and educational deficiencies exist. There are often serious differences between groups within a school and relationships must be harmonized.

Add to this a high mobility of population and the scope of the problems faced by Chicago schools comes more clearly into focus. In one west side school, for example, on any given Monday morning about 100 new children are enrolled while others leave. In this particular school, enrollment doubled in a very short time, although no new homes or housing units have been built in the area in years.

Maps below (left) show new school buildings (triangles) and building additions completed since 1951 and (right) sites for schools acquired and approved for acquisition since 1952. Note concentration in areas of heaviest population increase



Huge Annual Growth

The annual growth rate of Chicago schools almost defies description. Each year, Chicago must provide additional facilities, teachers and materials nearly equivalent to that of the school system of the city of Springfield, Ill. In seven years the school population has increased by as many pupils as there are in all the public schools of Milwaukee.

To provide the money for this growth, the state legislature and the voters of the City of Chicago have in turn approved four bond issues totalling $200 million between 195

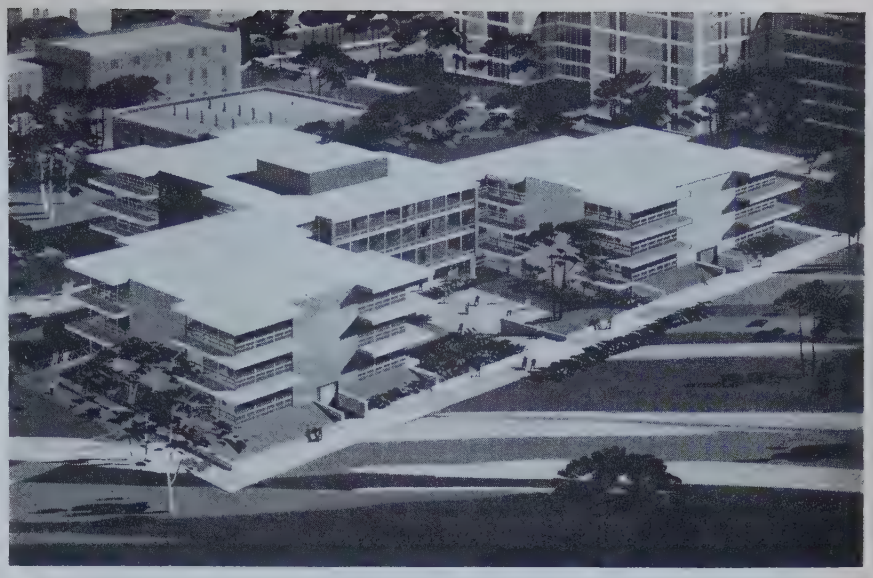
nd 1959. Where has this money een spent? Charts accompanying his article show that site acquisiions, new buildings and building dditions have been concentrated argely in the areas where the popuation explosion has taken place. or every new pupil entered in chools north of Roosevelt Road, here have been two enrolled in chools south of Roosevelt Road. imilar growth has taken place on he near West side. It is in these laces that the great majority of dditional facilities have been, are eing, and will be, provided.

New Buildings Completed

Since 1953, 75 new schools have een built, 64 additions have been onstructed and between 1953 and 959 117 sites were acquired. Durng the calendar year 1960, 47 new chools, and 45 additions have been ompleted, are under construction, n the final planning or preliminary lanning stages or have been asigned to architects. During 1960, 4 sites have been acquired, eight ave been approved for acquisition nd 10 have been approved for conemnation proceedings. Between ow and the end of next January 4,000 new school seats will have een provided. It is Willis' hope that ithin a year no children in Chiago schools will be on double shift. Whether this hope is realized is deendent upon further population rowth and the mobility of Chiago's newcomers.

Despite the complexity of the hole operation and the diversity mong pupils, Willis insists that at ne very heart of the educational rogram there must be the concept nat emphasis always be on the hild. Staffing, building program, ooks and other tools of education ll are planned with the individual hild and his needs as the criterion or all action.

Russia's launching of Sputnik irred deep concern and consternaon about America's curricula defiencies. But long before Sputnik ent into orbit, Chicago high schools ere requiring four years of Engsh, three of science and mathehatics and three of history. This was



Typical of the functional school buildings completed and under construction is Byrd School at 363 West Hill on the near North side of Chicago



The new Chicago Teachers College Building at Irving Park boulevard and St. Louis avenue will be completed next September

and is all a part of Willis' concept of quality control. There is constant review, evaluation and change as necessary in the three year cycle of curriculum development set up by the Superintendent . . . and always with emphasis upon the child.

This may be one reason that visiting educators from abroad usually are advised to see the Chicago system before going anywhere else. Across the country, other superintendents have been known to challenge their own school boards with: "Chicago is doing it—why can't we?" It was not so long ago that the Chicago schools were threatened with loss of accreditation because city politics dominated the system. Today Chicago schools are considered by educators around the world to be leading the field.

Achieving this lofty pinnacle has cost a great deal of money. The bond issues requested by Willis have never been turned down by the state legislature nor by the voters. State aid, too, has been increased. The Foundation Program upon which it is based now stands at $252 per pupil per year. Willis' goal is $400 per pupil per year.

The money has been carefully spent – not for "frills and luxuries," but for facilities, materials and staff to help the individual child realize his full potential, whatever his abilities might be.

A barometer of careful spending

(*Continued on page 38*)



Many more shipments of American machinery, like this one being loaded aboard an American ship bound for France, could be sold abroad Commerce Department says

America's

By

PHIL HIRSCH

Commerce Washington Correspondent

ANY sales manager looking for new customers will find some extremely interesting reading material in the "Foreign Commerce Weekly," published by the Bureau of Foreign Commerce. Every issue lists dozens of buyers abroad who want to import a tremendous variety of industrial and consumer products.

During the past several months, as an example, the Weekly reported markets for shot guns in Norway, instant coffee in Australia, chewing gum in Finland, children's clothing in Bahrein, hardwood flooring in Greece, stationery in Kenya, lawn mowers in Denmark, and razor blades in Burma. There are few if any items the U. S. makes which other countries within the Free World don't want.

About 12,000 firms produce all the goods which the United States sells abroad. Although BFC's weekly billboard is read by the vast majority of them, there are a number of observers, both in and out of the government, who contend that the circulation should be much higher. They believe that the many American firms which have never cultivated foreign markets are ignoring a big sales opportunity.

There are valid reasons for this reluctance. Traditionally, American businessmen have devoted virtually all of their attention to domestic markets. Some U. S. companies do a substantial business abroad, but they represent only a nominal percentage of industry as a whole. The ratio here is far less than it is in England, France, Germany, or Japan. Even worse, our foreign traders, as a group, have failed to cater to the overseas buyer's needs. Says one bureau expert: "If American businessmen went after customers in other countries half as vigorously as they do here, our foreign trade would be several times greater than it is."

Surveys made recently by commercial attaches at U. S. embassies around the world show the harvest that has been produced by this neglect:

In Nigeria, "consumer goods exports from the United States are impeded by the fact that trade is predominantly in the hands of a few large foreign-owned companies who are largely content to maintain traditional sources of supply from England and the continent with the name brands that have already been established in the market."

More Direct Sales

In Malaya, there was "repeated criticism of the (American exporter's general tendency of placing line with one of the larger European trading firms, regardless of the number of competitive products that the firm might already have. More direct sales campaigns by U. S. businessmen actually visiting the Federation, plus more careful selection of local agents and distributors, would pay off in increased sales."

In Mexico, "our foreign competitors offer far more liberal payment terms, particularly in sales of producer goods," while in Viet-Nam "active and sustained sales campaigns are required to develop familiarity with U. S. goods, to cultivate the latent interest in high

Most Neglected Market

Reluctance to engage in foreign trade has cost U.S. firms many profitable sales opportunities

quality merchandise and call attention to our wealth of product innovations."

Our record in Western Europe is better, but by no means perfect. Commercial officers in England, France, Germany, and most of the other countries can cite numerous examples of sales that have been lost because of American exporters' failure to go after the business.

Method Criticized

Note that all of these criticisms are leveled at the way we sell, not at what we sell. Throughout the world, American products have a reputation for quality, style, superior performance, and innovation, which apparently is unmatched. Despite prices invariably higher than the competition's, we still managed to sell the Far East more than two billion dollars worth of goods in 1959. And in another market, the Near East, similarly hard-pressed for ready cash, American commercial attaches have reported that "for a fairly large number of items, the quality of U. S. goods is recognized and consumers are willing to pay more for dependability. But sustained and strong salesmanship on the part of the American supplier is necessary to capitalize on this preference."

At Chicago's World Trade Conference last March, Malcolm N. Smith, vice president of Ekco Prod-

(*Continued on page 33*)



Three West African importers receive a briefing on American business publications from a U.S. trade mission official

American machine tools invariably attract large crowds when they're exhibited abroad. This equipment was shown at a recent trade fair in Osaka, Japan



What's Ahead In State Legislature?



Preston Peden

Financing Problems will hold spotlight during 72nd General Assembly

By PRESTON PEDEN

Director, Governmental Affairs Division
Chicago Association of Commerce and Industry

WHAT of interest to business and industry is ahead in the 72nd General Assembly which convenes January 4 in Springfield?

Prognostication can be dangerous and is highly speculative. However, we would seem to be on firm ground in saying that medical science probably will solve the inevitability of death before our legislators can find ways of avoiding additional taxation. It's a certainty that financing problems will be on-stage throughout the upcoming 6-month session of the General Assembly. Many of the same old problems will crop up for curtain calls again this year and many new ones will be making a debut.

The business community has a huge stake in any tax measures introduced to provide revenue for the biennial budget which runs from June to June, 1961-1963. For, Illinois government is big, big business. In fiscal 1958, the state and its agencies spent over $1.1 billion and directly provided employment to over 60,000 persons — one out of every 170 Illinois residents. General expenditures increased 407 per cent between 1942 and 1958, largely because of rising prices and increasing population. However, estimated real general expenditure per capita rose by 83.2 per cent during the 17 year period, indicating expansion of real government services. Total state general revenue increased from $280 million in 1942 to $975 million in 1958. On a per capita basis, the increase was from $35 to $101.18. Taxation produced about 75 per cent of general revenue in 1958.

Whether the present tax structure can continue to provide the revenue required for state governmental services depends upon two things — the level of governmental expenditures and the proportion of tax revenue raised by local governments.

Two Tough Problems

Two of the toughest problems with which the state legislature will have to wrestle are finding means to provide revenue for education and public welfare. Education appropriations in the 1959-1961 biennium amounted to over $630 million. Of this amount, about $190 million was spent by the six universities, a 17 per cent increase over 1957-1959. State aid to local schools amounted to $327.5 million, an increase of $107.5 million over the preceding biennium.

About 20 per cent of the money required to operate public schools comes from the state. The remaining 80 per cent is raised locally, almost exclusively from proceeds of the general property tax. Flat grants and equalization aid, the two chief types of state aid to common schools, both were increased by the last legislature. However, rising enrollments in elementary and secondary schools and colleges linked with the tendency of the state to assume a larger proportion of local school support, seem certain to bring the issue of increased expenditures for education before the General Assembly again in 1961.

The Illinois Public Aid Commission administers public assistance programs to the unemployed, the aged, the blind and the physically disabled and to dependent children. The Commission was appropriated $384 million for the last biennium, but continued high levels of unemployment following the recession made a $35 million supplemental appropriation necessary at the May, 1960 special session.

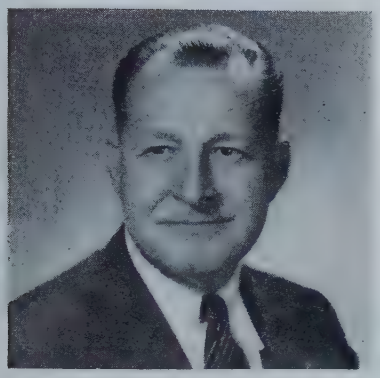
Barring sharp changes in the level of employment during the winter, a deficiency appropriation of $60 to $65 million will be requested by the Public Aid Commission. Of this, $26 million will be for aid to dependent children, $20 million for general assistance and $18 million for old age assistance.

While not the only problems of financing sure to confront the General Assembly, these two perennials — a bit gray about the temples — but more virile than ever — will give the legislators their toughest tussle.

There'll be a lot of heat, too, on inequities in the present Illinois tax structure. There have been predictions that a financial crisis will develop in the state unless the restrictive revenue article of the 89-year-old Illinois Constitution is amended and the tax system improved. Governor-elect Otto Kerner has announced that one of his recommendations to the legislature will be the appointment of a commission to study changes in the revenue article

(*Continued on page* 28)





William Littlewood

Internationally known for his basic contributions to the aviation industry, William Littlewood has played a leading role in the development of such widely-used aircraft as the Convair 240, the DC-3, DC-4, DC-6 and 6B and the DC-7, as well as the Lockheed Electra and the Boeing 707 and Convair 990 jets.

Now Vice President of Equipment Research for American Airlines, Mr. Littlewood has been associated with aviation since 1927. He serves as permanent Vice Chairman of the Industry Advisory Committee of the Flight Safety Foundation. He received the Flight Safety Foundation Award for 1956. Among his honors are the SAE's Wright Brothers medal for 1935 and the 1958 Daniel Guggenheim Medal for his quarter century of leadership in air transport.

The Electra Story

By WILLIAM LITTLEWOOD

Vice President of Equipment Research,
American Airlines

SINCE Electra airliners went into service two years ago, they have been involved in five serious accidents. Understandably, people want to know why airlines the world over continue to fly them in confidence.

One fact must be understood from the start. Engineers, pilots, safety experts and federal officials agree no airplane presently flown has greater structural strength or greater reserve power than the Electra. No previous airplane was ever pummeled, twisted, slashed at, intentionally overloaded, seared and frozen the way the Electra was in Lockheed Aircraft Corporation tests before it ever carried a passenger.

Top aviation engineers and other scientists since then have worked over the entire Electra from radar nose to rudder trailing edge. Never has there been such a rivet-by-rivet study of any airplane made anywhere before.

Today the world fleet of Electras

(Continued on page 40)

Member of Boston's Logan International Airport crash crew stands guard with shotgun to clear birds from path of Eastern Airlines Electra. Birds are believed to have caused crash of an Electra.

Wide World Photo

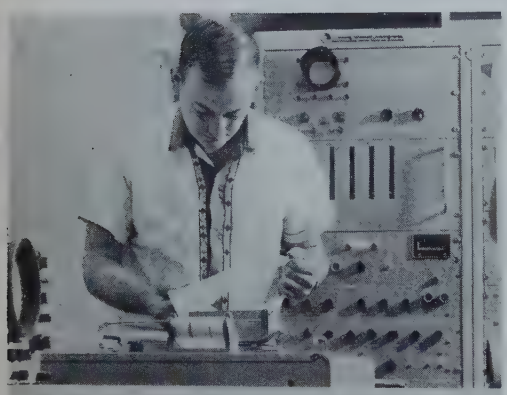




Keeping an infrared eye on flow of traffic is new traffic detector developed by Minneapolis-Honeywell's Heiland division. Detector feeds information on traffic flow to semaphore controllers that alter traffic light sequences to give motorists green light



G. Goff Beach, Jr., has been appointed executive vice president of Oscar Mayer & Co., according to an announcement by Oscar G. Mayer, Jr., President





Results of two-year $27 million test sponsored by American Association of State Highway Officials are expected to affect highway design and construction for many years to come. Top photo shows technician scanning date, lower photo shows portion of 126 truck fleet completing 17 million miles of driving over test pavements at Ottawa, Illinois

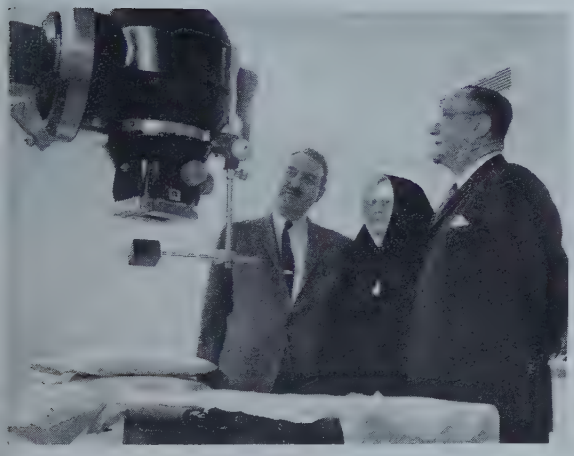


Admiral Corporation has developed first wireless remote control for a room air conditioner. Introduced in new 1961 line, Super Son-R remote control can perform 13 different operations and is similar to that used with company's 19 and 23-inch television receivers

Highlights



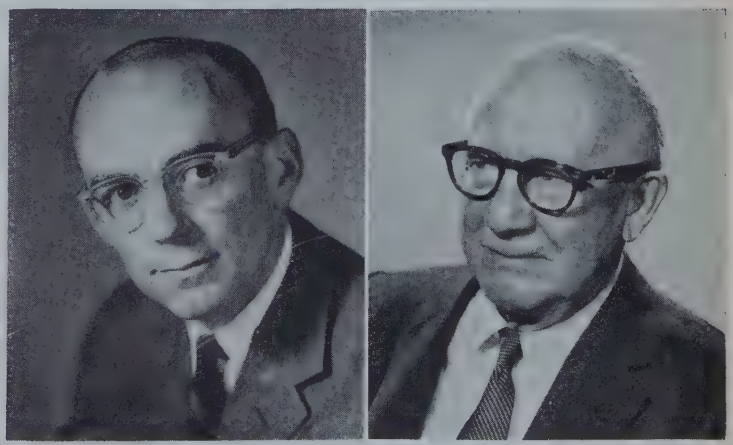
Men of U. S. Steel's American Bridge Division place high-strength bolts in column connections on steelwork of 41-story United of American building under construction at State and Wacker. Much of steel for building was rolled at South Chicago Works and fabricated at American Bridge Plant



Inspecting new $40,000 Cobalt radiation therapy unit for treatment of cancer in St. Catherine's Hospital are Sister M. Vetusa, hospital administrator and (l) Dr. Paul Reitman, director radiation therapy section, and Leigh B. Block, vice president, Inland Steel Company. So-called Cobalt Bomb is housed in room with 36 inch thick walls of solid concrete. Doors are lead-lined and leaded glass on observation window to room is one foot thick. Glass alone cost $4,000

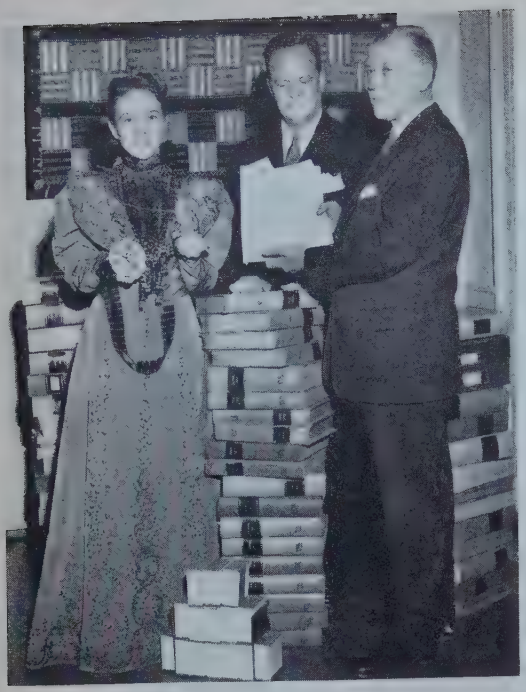


Recently unveiled Bell Savings and Loan Association sign is first animated portable outdoor sign used by a financial institution in Metropolitan Chicago. Animation creates illusion of ten coins rolling across 60-foot face of sign into Bell Savings pass book. It moved from one high-traffic location to another at stated intervals

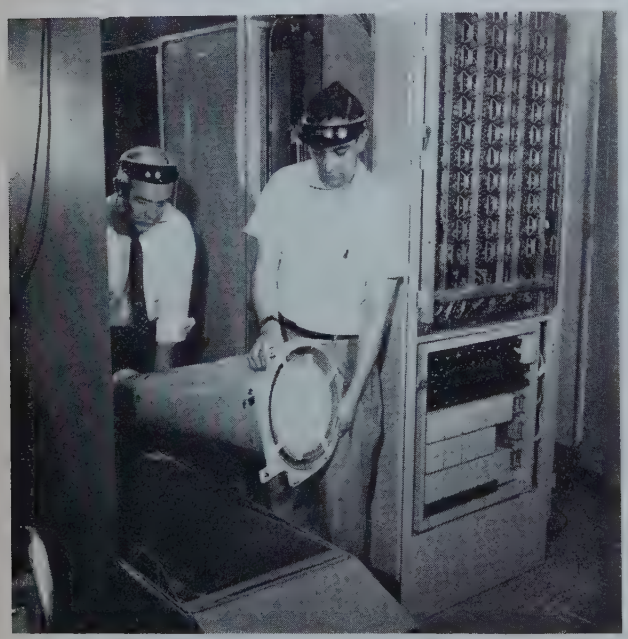


After three and a half decades, founder and president of Needham, Louis & Brorby, Inc. Maurice H. Needham (right) has advanced to Chairman of the Board of Directors. Succeeding Needham as President is Paul C. Harper, Jr. (left), formerly Executive Vice President

Highlights *Continued*

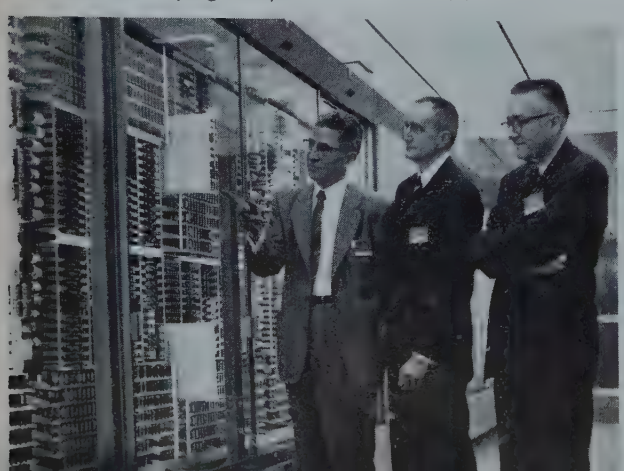


Illinois Bell Telephone Company presented to the Chicago Historical Society a historical microfilm record of all alphabetical and classified Chicago telephone directories issued from the year 1878 through 1960. The 250 phone directories of approximately 300,000 pages, rich in Chicago history, were microfilmed on 98 rolls of 35mm film. Andrew McNally III, president of Rand McNally Company and president of the Chicago Historical Society (center) accepted the microfilm records from H. B. Stair (right), operations vice president, Illinois Bell Telephone Company. At left is Jane Engberg, Illinois Bell long distance operator, who is holding a spool of microfilm equal to eight phone directories.





Above: Bell Telephone Laboratories' engineers at the Electronic Central Office prepare to install a cathoderay tube in the flying spot store — a photographic memory device capable of storing 2¼ million bits of information. Below: Viewing the complex switching network are, left to right: William Kahler, President, Illinois Bell Telephone Co.; James B. Fisk, President, Bell Telephone Laboratories; and Eugene J. McNeely, Executive Vice President, American Telephone and Telegraph Co. Right: E. J. Miller, Bell Telephone Laboratories, inserts a "plug-in" printed circuit board



A customer trial of the world's first Electronic Telephone Central Office was launched at Morris, Ill., in November by Bell Telephone Laboratories and Illinois Bell Telephone Company.

Developed by Bell Laboratories, it is the first system which performs electronically all the functions in handling of telephone calls. It is described by Bell Laboratories President James B. Fisk as " . . . a totally new system making possible a variety of new services which will double the flexibility and hence the potential value of each customer's telephone."

Through the use of tiny gas tubes, a vast memory system, and thousands of transistors and other solid state devices, which operate in millionths of a second, ECO permits Morris trial users to use home extension phones as intercoms, simply by dialing two digits; reach frequently called numbers by dialing only two digits instead of seven; have incoming calls routed to another phone when the original called line is busy; dial a code which causes all subsequent incoming calls to be automatically transferred to any other number. (For example, to a friend's home if you went there for the evening.)

Other new services expected to be introduced after the trial is under way will permit many of the trial customers to allow a third party to be called into an existing telephone conversation; have an immediate connection to a busy line as soon as the line becomes available.

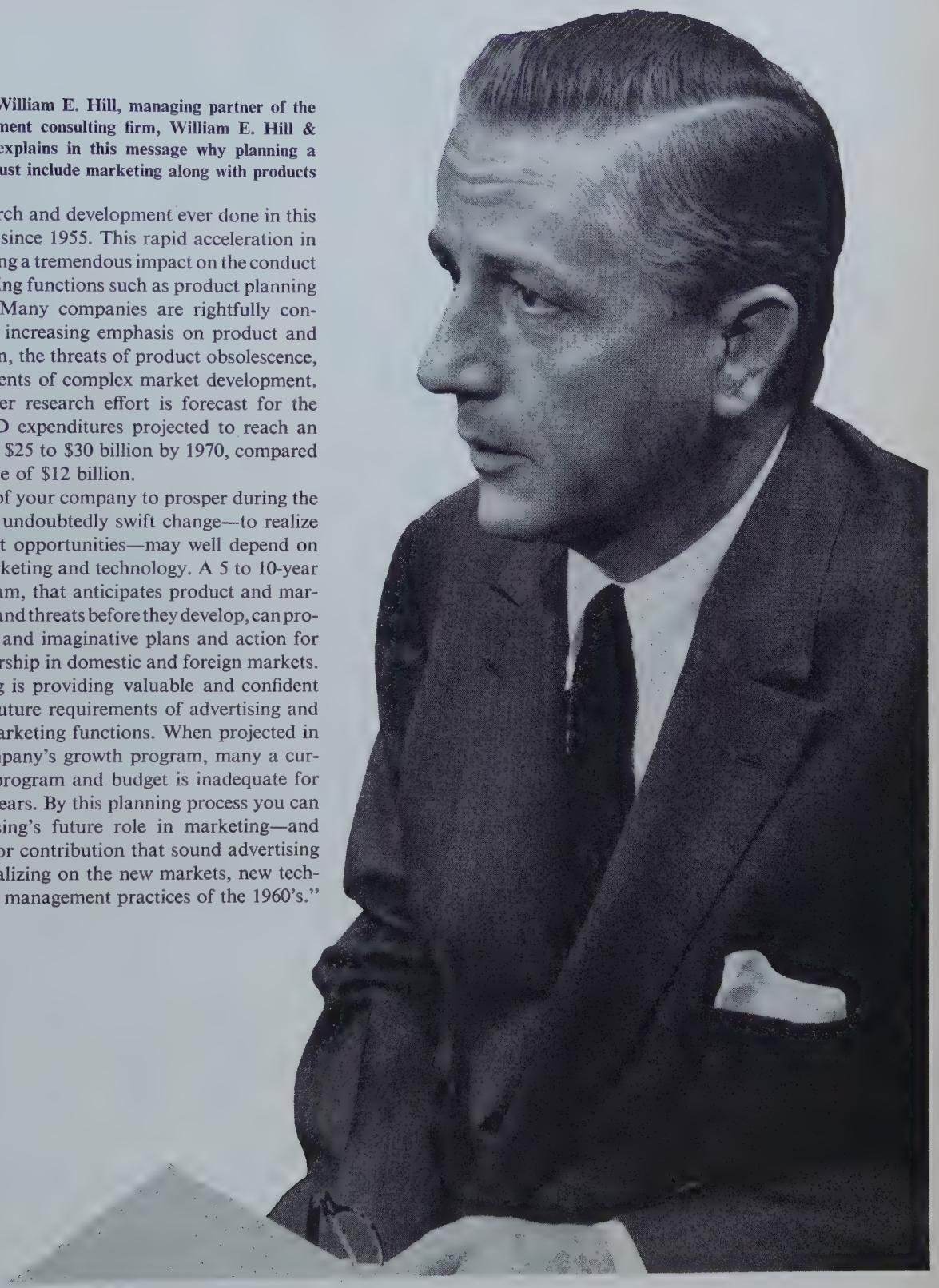
"Long-range planning for advertising?"

"Certainly," says William E. Hill, managing partner of the New York management consulting firm, William E. Hill & Company, and he explains in this message why planning a company's future must include marketing along with products and processes.

"Half the research and development ever done in this country has been since 1955. This rapid acceleration in technology is having a tremendous impact on the conduct of specific marketing functions such as product planning and advertising. Many companies are rightfully concerned about the increasing emphasis on product and process innovation, the threats of product obsolescence, and the requirements of complex market development. And still a greater research effort is forecast for the 1960's, with R&D expenditures projected to reach an estimated level of $25 to $30 billion by 1970, compared with a present rate of $12 billion.

"The capacity of your company to prosper during the next ten years of undoubtedly swift change—to realize the period's profit opportunities—may well depend on your creative marketing and technology. A 5 to 10-year long-range program, that anticipates product and market opportunities and threats before they develop, can provide the advance and imaginative plans and action for competitive leadership in domestic and foreign markets.

"Such planning is providing valuable and confident insight into the future requirements of advertising and its companion marketing functions. When projected in relation to a company's growth program, many a current advertising program and budget is inadequate for the next 5 to 10 years. By this planning process you can optimize advertising's future role in marketing—and establish the major contribution that sound advertising can play in capitalizing on the new markets, new technologies and new management practices of the 1960's."



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State Legislature

(Continued from page 22)

Chicago's Mayor Richard J. Daley agrees this should be a first order of business.

Here's where the legislature must start in finding solutions to financial problems: The present revenue article mandates a general tax under which all classes of property are taxed on the same uniform basis and in proportion to value. The Supreme Court has restricted the Assembly's taxing power to property taxes on a valuation basis, occupation taxes, franchise and privilege taxes. It is believed that a graduated income tax is precluded, although a flat-rate income tax, without exemptions, might be valid under the revenue provisions of the Constitution — at least on income derived from personal services rather than from property.

The voters defeated, in 1952 and again in 1956, attempts to abolish

Trends

(Continued on page 10)

	Oct. 1960	Sept. 1960	Aug. 1960	Oct. 1959	% Change 10/60 vs 10/59		Cumulative—10 Months 1960	% Change from 1959
EMPLOYMENT AND PAYROLLS:								
Total Labor Force (000)	3,021.4	3,019.6	3,009.3	3,025.3	— 0.1	A	3,006.8	— 0.7
—Employed (000)	2,877.9	2,882.6	2,855.2	2,894.8	— 0.6	A	2,864.4	— 0.3
—Non Agric. Wage & Sal. Wkrs.	2,578.0	2,579.1	2,551.3	2,514.7	+ 2.5	A	2,573.8	+ 1.6
—Manufacturing (000)	946.8	954.8	939.2	917.5	+ 3.2	A	962.3	+ 1.6
—Durable (000)	614.0	620.9	605.8	580.3	+ 5.8	A	630.8	+ 2.1
—Non Durable (000)	333.0	334.0	333.4	337.2	— 1.2	A	331.5	— 0.5
—Non-Manufacturing (000)	1,631.2	1,624.3	1,612.1	1,597.2	+ 2.1	A	1,601.5	+ 1.2
—Unemployed (000)	143.5	137.0	154.1	130.5	+10.0	A	141.9	+16.6
Insured Unemployment Cook and DuPage Counties	42,077	39,947	44,144	32,900	+27.9	A	45,678	— 9.5
Families on Relief (Cook County)	32,842	33,334	33,733	38,775	—15.3	A	35,019	— 8.6
Weekly Earnings in Mfg. (6 Ill. Ctys.)	N.A.	$ 101.30	$ 99.60	$ 97.94	N.A.	Ax	99.60	+ 1.7
Weekly Hours in Mfg. (6 Ill. Ctys.)	N.A.	40.5	40.2	40.8	N.A.	Ax	40.2	— 1.2
CONSTRUCTION AND REAL ESTATE:								
All Building Permits—Chicago	1,962	2,269	2,672	2,419	—18.9	T	21,779	—12.0
—Cost (000)	$ 33,449	$ 55,218	$ 20,796	$ 27,206	+22.9	T	$338,874	+32.3
Dwelling Units Auth. by Bldg. Permits (Bell Savings & Loan Assn.) (No. of)	3,803	3,274	3,435	3,313	+14.8	T	35,726	—17.5
—Single Family Units	2,296	2,289	2,453	2,480	— 7.4	T	23,387	—27.3
—Apartment Units	1,507	985	982	833	+80.9	T	12,339	+10.9
Construction Contracts Awarded								
—All Contracts (000)	N.A.	$132,149	$160,516	$163,665	N.A.	Tx	1,181,887	— 1.3
—Non-Residential Contracts (000)	N.A.	$ 61,249	$ 67,814	$ 53,432	N.A.	Tx	489,257	+27.8
—Commercial Contracts	N.A.	$ 21,220	$ 33,051	$ 19,225	N.A.	Tx	188,115	+56.1
Vacant Industrial Bldg. (1954-55=100)	95.9	96.0	96.4	85.4	+12.3	A	93.3	+ 2.1
Idle Electric Meters (% of all Meters)*	2.34	2.26	2.14	2.12	+10.4	A	2.04	+ 7.4
Industrial Plant Investment (000)	$ 16,361	$ 9,650	$ 15,574	$ 16,812	— 2.7	T	$205,126	—17.5
Construction Cost Index (1913=100)	662	659	659	654	+ 1.2	A	657	+ 2.5
Structures Demolished—City of Chgo.	204	453	515	213	— 4.2	T	2,563	— 9.2
Real Estate Transfers—Cook County	5,533	6,063	7,807	6,219	—11.0	T	56,279	—12.2
—Stated Consideration (000)	$ 3,354	$ 3,597	$ 5,818	$ 2,857	+17.4	T	$ 35,757	+ 2.6
FINANCE:								
Fed. Res. Member Banks in Chicago								
—Demand Deposits (000,000)	$ 4,224	$ 4,140	$ 4,132	$ 4,274	— 1.2	A	$ 4,177	N.A.
—Time Deposits (000,000)	$ 1,980	$ 1,967	$ 1,950	$ 1,848	+ 7.1	A	$ 1,910	N.A.
—Loans Outstanding (000,000)	$ 4,782	$ 4,783	$ 4,740	$ 4,321	+10.7	A	$ 4,654	N.A.
—Com. & Industrial Loans (000,000)	$ 2,956	$ 2,898	$ 2,845	$ 2,591	+14.1	A	$ 2,793	N.A.
Bank Debits—Daily Average (000)	$764,160	$810,374	$766,456	$707,142	+ 9.7	A	764,570	+ 8.1
Chicago Bank Clearings (000,000)	$ 5,562	$ 5,711	$ 6,078	$ 5,407	+ 2.9	T	55,600	+ 2.5
Insured Sav. & Loan Assoc. Cook County								
—Savings Receipts (000,000)	$ 124.9	$ 122.7	$ 131.4	$ 114.2	+ 9.4	T	1,417.5	+ 7.6
—Withdrawals (000,000)	$ 82.2	$ 93.7	$ 115.8	$ 87.0	— 5.5	T	1,084.4	+ 8.5
—Mortgage Loans Orig. (000,000)	$ 77.5	$ 83.5	$ 98.7	$ 75.2	+ 3.1	T	764.5	—20.0
Business Failures—Chicago	25	25	25	22	+13.6	T	281	+ 4.9
—Total Liabilities (000)	$ 1,249	$ 7,177	$ 1,138	$ 872	+43.2	T	$ 22,119	+30.3
Midwest Stock Exchange Transactions:								
—No. of Shares Traded (000)	2,439	2,401	2,836	3,536	—31.0	T	26,137	—11.5
—Market Value (000)	$ 88,151	$ 92,071	$103,122	$ 97,085	— 9.2	T	$1,027,720	—11.6
TRANSPORTATION:								
Carloads of Rev. Frt. Originated	105,788	104,611	107,854	90,661	+16.7	T	1,116,801	+ 2.8
Express Shipments: Rail, No. of	703,331	680,783	683,936	773,292	— 9.0	T	6,657,459	— 7.3
Air, No. of	92,718	93,066	86,122	94,420	— 1.8	T	860,235	+ 3.0
Natural Gas Dlvd. by Pipe Line (000,000 Cu. Ft.)	33,834	28,428	29,258	29,142	+16.1	T	337,520	+15.6
Freight Originated by Common Carrier Intercity Trucks—(Jan. 1958=100)	115.7p	124.3r	123.3	125.6	— 7.9	A	122.1p	+ 0.6
Air Passengers: Arrivals	518,158	531,537	545,336	525,379	— 1.4	T	4,983,096	+ 1.5
Departures	527,102	533,069	559,089	539,209	— 2.2	T	5,046,339	+ 1.1
Chicago Transit Authority Passengers:								
—Surface Division (000)	35,838	34,349	34,079	37,604	— 4.7	T	352,483	— 2.2
—Rapid Transit Division (000)	9,446	8,919	9,376	9,800	— 3.6	T	93,448	— 0.3
Air Mail Originated (000 Pounds)	3,541	3,474	4,201	3,368	+ 5.1	T	34,896	+74.2
Barge Line Freight Originated (Sh. Tons)	248,651	255,181	240,157	266,250	— 6.6	T	2,609,418	+ 4.4

T=Total of 10 month. Tx=Total of 9 months. A=Average of 10 Months. Ax=Average of 9 months. LM=Latest Month. P=Preliminary. N.A.=Not Available.. *Indicates residential vacancy rate. r=Revised. **Steel Strike July 15 to Nov. 7, 1959.

he Constitutional requirement of niformity in assessment of property ixes and permit classification of ifferent types of property for taxaon. In 1959, 12 separate resolutions ere offered in the General Assemly to change the revenue article. Only four reached the stage where he membership of the originating ouse was recorded as voting on the neasure — and none received the reuired two-thirds vote of approval.

With this record, and with the imitations imposed by the revenue rticle, the legislature can be exected to consider several proposals or providing additional revenue, ince it is virtually certain that the General Assembly will adopt a policy ecision to expand governmental ervices.

Expect the lawmakers to scrutinize very carefully proposals for an ncome tax. Since Illinois has neither corporation or an individual inome tax, this levy is an obvious nethod for expanding tax revenues. t has been suggested that a personal ncome tax could be adopted to each income from intangibles and other income not reached directly hrough existing taxes.

Both political parties debated the ncome tax question while drafting heir 1960 platforms and both voted o oppose it. Support for enactment of such a tax comes mainly from farm, labor and education groups in he state.

Important Revenue

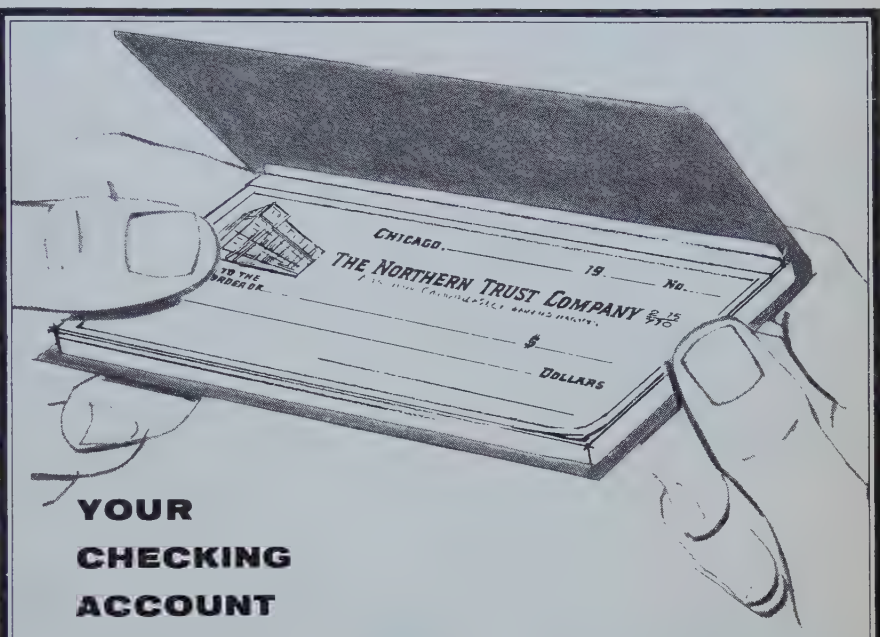
Sales and use tax revenues totalled over $304 million in fiscal 1959. They constitute the most important single source of state revenue. Supreme Court decisions and administrative rulings of the Department of Revenue have exempted from the tax the sale of certain merchandise and materials involving "special order" or "service." Because tax yield depends on the size of the base as well as on the rate applied, efforts have been made — and will be renewed at the next session — to eliminate these exemptions. This is so called "plugging the loopholes."

The corporate franchise tax was originally levied to defray costs of administering the Business Corporation Act. Attempts have been made in recent legislative sessions to convert the levy into one producing significant revenue by increasing the rate substantially, and undoubtedly a bill to increase the franchise tax rate will come before the next Assembly.

The fourth probable area of action involves the Illinois capital stock tax, which is intended to reach the intangible value of the corporation. Today only corporations organized under Illinois law are subject to this assessment. Proposals to extend the levy to foreign corporations undoubtedly will be offered.

Forming the backdrop for the main event — the finding of new tax revenue — will be several other red-hot issues. Organized labor will ask for increased unemployment and workmen's compensation benefits, a state minimum wage, and creation of a fair employment practices commission (FEPC). A new proposal of labor is that of "abolition of poverty by wiping out unemployment caused by automation."

The highly technical nature of the workmen's compensation and unemployment compensation laws preclude any forecast of legislative changes in their content. For many years, committees of representatives



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of employers and employes have been formed to advise committees of the General Assembly on amendments. Few amendments not approved by this "agreed bill" committee are enacted. However, the legislative committees themselves may assume direct responsibility for amending the laws.

At least 15 different Fair Employment Practices laws have been introduced in the General Assembly since the 1943 session. Three such bills were presented to the 1959 session. Two were passed by the House and defeated in the Senate while Senate Bill 36 on FEP was tabled in the Senate. Without question, FEP legislation will be submitted again next year.

Important Legislation

Another piece of important legislation is that prohibiting a union from picketing an employer's place of business for recognition or organizational purposes when the picketing union does not, in fact, represent a majority of employes. Anti-Racket Picketing legislation has previously met with defeat.

Illinois has no flat minimum wage law. Repeated attempts have been made to fix minimum wages by law at a specific amount per hour. Generally, they have covered all industries and occupations except domestic service, farm labor and industries affecting interstate commerce. Look for this to come up again.

Several cities, especially Chicago, are finding it increasingly difficult to operate mass transportation systems on fare revenue. Tax relief, state subsidies and issuance of bonds have been proposed to alleviate the problem. A State Mass Transportation Commission, established in 1957, conducted a thorough study of mass transit in Illinois and reported to the 71st General Assembly but legislation based on its recommendations was not introduced until late in the session.

Illinois law now prohibits the establishment of branch banks throughout the state. Critics of this law contend that it has inhibited growth of bank deposits and retarded Chicago's development as a major financial center. The 1959 General Assembly rejected legislation which would have permitted large banks located within cities of over 500,000 population and within 15 miles thereof to establish branch systems. The proposals would have been submitted to a referendum. Another bill, also defeated, provided for a two-year legislative study of the need for branch banking and better banking facilities. You'll hear more about this during the next session.

A key political issue confronting the General Assembly will be the job of redistricting the state for purposes of electing members of Congress in 1962. Illinois lost one of its 25 seats in the House when final population counts from the 1960 census became available. The General Assembly must now decide which seat shall be dropped in 1962.

Political Significance

Two local districts illustrate the political significance of the decision to be made. Theoretically, Chicago's small first district with a population of about 230,000 (a decrease of about 100,000 – or 28.8 per cent since since 1950), should be merged. But it is represented by William L. Dawson, a powerful Negro leader and the only representative of his race in the Illinois congressional delegation. The largest district in Illinois is the overwhelmingly-Republican thirteenth in Cook and Lake counties. It has almost 900,000 inhabitants and should be divided. But a split probably would produce two Republican districts. Democrats probably will oppose dissolving the first and splitting the thirteenth.

The legislature will be Republican with a 31-27 margin in the Senate and a bare 89-88 margin in the House of Representatives. Theoretically, if they hold their House margin, Republicans have the power to organize both houses of the General Assembly. But one vote is hardly a working margin in the House and there is even a possibility in 1961 that the House leadership could be transferred from one party to the other during the session.

And there you have a broad outline of some of the many important issues confronting the 1961 General Assembly. Each lawmaker's decision will be influenced by the expression of informed opinion by his constituents. In this sense, every citizen can, and should, participate in the legislative process.

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IN THE METROPOLITAN AREA

TWENTY-NINE projects in Metropolitan Chicago during the month of November signified an investment of $12,093,000 compared with twenty-nine projects and $73,-945,00 in 1959. To date this year, there have been 347 projects and an investment of $217,219,000 compared with 374 projects and $321,648,000 for the first eleven months of 1959.

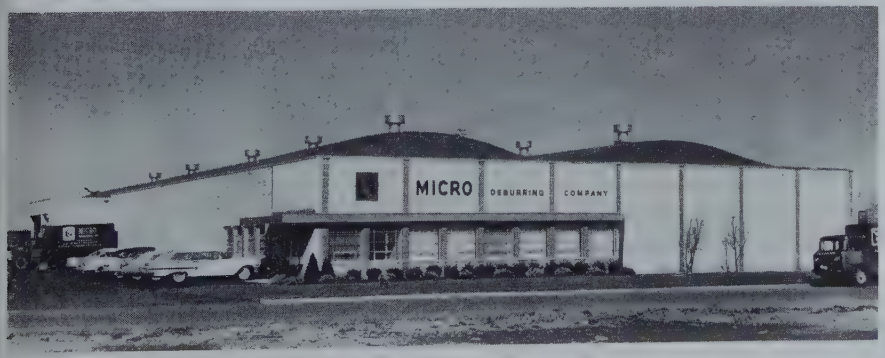
Projects covered in this report include construction of new plants and industrial warehouses, expansions of existing plants and warehouses, and acquisitions of land or buildings for industrial purposes.

• ***Zenith Radio Corporation*** has announced the purchase of a 28 acre site between Austin and Narragansett avenues, south of Chicago, Milwaukee, St. Paul & Pacific Railroad's right of way and the main Zenith plant. Zenith plans a 300,000 square foot building on the site to house the firm's progressively expanding Chicago operations. Included in the transaction are air and underground rights for three 100 foot strips across the railroad's right of way. These will be for bridges and tunnels. The new building will be connected to the main plant by a 30 foot wide tunnel beneath the railroad to be utilized for foot passage and materials routing between the buildings.

• ***Quaker Stretcher Company,*** Kenosha, Wis., is erecting a new plant of 150,000 square feet at McMillen road and Gale avenues in Antioch, where the firm will relocate its manufacturing facilities. The company is a producer of quality housewares including wood and metal trays, laundry carts and specialty plastic items. The structure was designed by Robert C. Taylor and is being constructed by Arnold N. May.

• ***G. D. Searle and Company,*** Searle parkway, Skokie, medical research and pharmaceutical concern, is expanding its plant facilities, which will include 60,000 square feet of floor space. This addition will contain warehouse, laboratory and pilot plant facilities. The structure was designed by A. M. Kinney Associates, and construction is being handled by R. C. Wiebold Company.

• ***Field Paper Box Company,*** 1740 N. Pulaski road, has a new plant of 70,000 square feet under construction at 2146 Greenleaf avenue in Centex Industrial Park. The firm is expected to relocate its folding and



New plant of Micro Deburring Company in Centex Industrial Park, country's largest barrel finishing plant, with laboratory and display rooms, occupies 25,000 square feet of land. Architects are Pratt and Vanek, La Grange.

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Zenith Radio Corporation will acquire 28-acre ½ mile long plot from the Milwaukee Road between Narragansett avenue (foreground) and Austin boulevard. Zenith's present main plant and general offices lie west of Austin boulevard and directly north of the Milwaukee's trackage

set up paper box operations at the new plant in the spring of 1961. The building was designed by Frank S. Musser and construction is being handled by Northern Builders, Inc.

• ***Cowles Chemical Company,*** Cleveland, Ohio, is in the process of establishing a new warehouse and production facility in Joliet. Construction will consist of a 40,000 square foot addition to an existing building of 25,000 square feet on the site. The firm, producer of detergent silicates and chemicals for commercial laundries, food processors and metal finishers, expects to begin operations by mid-1961. This new establishment will also house the recently acquired Promat Division of the company. Architect, Osborn Engineering Company of Cleveland; general contractor, Lindblad Construction Company.

• ***Shure Brothers, Inc.,*** prominent manufacturer of microphones and electronic components, is increasing the size of its plant facilities at 222 Hartrey street, Evanston, by 40,000 square feet. The addition, now underway, was designed by Friedman, Alschuler and Sincere.

• ***Conroth Company,*** 2500 W. 21st street, has a new plant of 40,000 square feet now under construction at 2400 Greenleaf avenue in Centex Industrial Park. The firm produces aluminum roll trim. Frank S. Musser designed the structure and Northern Builders, Inc. is handling the construction.

• ***Bearing Headquarters, Inc.,*** whose offices and warehouse are presently located at 4610 Washington boulevard, is erecting a new establishment in Broadview. The building will consist of 26,000 square feet of floor space with additional footage available for possible future expansion. The firm represents some forty bearing manufacturers supplying manufacturing plants with their bearing requirements. The parent company is Ray M. Ring Company, Inc. Architect, Busche and Markson; general contractor, A. Mourek and Son, Inc.

• ***Mid Continent Metal Products Company,*** 1960 N. Clybourn avenue, recently purchased a one and part two-story manufacturing building at 2717 N. Greenview avenue where after extensive remodeling the company will relocate its entire operations. The property consists of 85,000 square feet of usable floor space. The company is a manufacturer of gas burning equipment. B. J. Felbinger and Company and Bennett and Kahnweiler served as brokers.

• ***Sunbeam Lighting Company Inc.,*** manufacturer of fluorescent lighting fixtures, expects to soon start construction of a 22,000 square foot addition to its plant at 3840 Georgia street in Gary. The structure was designed by Beine, Hall and Curran, Inc. and Frederic W. Collins.

• ***American Gasket and Rubber Company,*** 4926 River road, Schiller Park, has a new manufacturing facility now under construction on Winona street, Schiller Park. Upon

mpletion of the new 20,000 square ot structure in 1961, the well nown producer of non-metallic skets and washers, plans to re-cate. Architect, Busche and Mark-n; general contractor, A. Mourek nd Son, Inc.

Rae Motor Corporation, Racine, Vis., has a new plant of 20,000 quare feet under construction on coute 120, one mile west of Mc-Henry, where the firm will relocate s manufacturing operations. It is a ell known producer of small elec-ic motors. The structure is de-gned, and is being constructed by onyan Construction Company.

Neglected Market

(*Continued from page* 21)

ucts Company's Foreign Division, llustrated graphically the tremen-dous appeal which the "Made in USA" label has for foreign buyers.

When his company began selling kitchen tool sets in Latin America several years ago, it packed the product in an American-style gift box. At first, foreign distributors refused to touch the item, since the box would increase the retail price significantly. Finally, however, as Smith puts it, "we found a distributor who apparently didn't know any better." Result: "within a year, we found our sets selling at the rate of several hundred thousand annually, and this has been going on steadily ever since."

There is an interesting postscript. About two years ago, Ekco began sending its kitchen tools to Latin America in a cheaper package which couldn't be identified easily as having come from the United States; the promotional copy and instructions were written in English, French, and Spanish. The old package, despite its higher price, has proven far more popular, Smith reported, even when placed right next to the new one on a retail shelf. "In other words, our customers want the real American product and are willing to pay for it."

The preference for American quality, even though still latent in many countries, is particularly ripe for development now. For one thing, the quantitative import controls which were adopted on a wholesale basis immediately after World War II to conserve hard currency reserves are now greatly relaxed, and in some cases, completely eliminated. For another, overseas purchasing power is growing.

"The postwar economic recovery and growth of Western Europe and Japan have been phenomenal," the Foreign Commerce Weekly commented last May. "This strength has been reflected in increases in their gold and dollar holdings. . . . Since 1958, removal of quantitative restrictions which discriminated against the United States increased the potential market for U. S. goods in Western Europe by an estimated half billion dollars a year. If U. S. exporters perform only as well as they have in recent years, they should be able to enlarge their exports to Western Europe by this amount."

While the NATO nations — our best customers abroad, incidentally — have done more liberalizing than anyone else, significant improvements have occurred in several other areas.

About 90 percent of Australia's imports can now be brought into the country in unlimited quantity. This is the result of changes made near the end of last year. Previously, imports were sharply restricted.

The Australian situation is particularly important for American exporters. Its citizens have high personal incomes, an enviable international payments balance, and, most important for the long run perhaps, Australia is now entering a period when the number of young families will grow at an accelerated rate. "Surprisingly little evidence was found of U. S. initiative to take advantage of the potentials opened up in Australia during the past year," a BFC team reported last June. The group was convinced that "much greater expansion would have been possible — and is still possible — with serious sales promotion efforts by U. S. firms."

Not every country is as well off as Australia and Western Europe, of course. But even so, potential markets for U. S. goods in the less-developed areas are growing. Partly, this is the result of the lifting of import restrictions, partly it's due to a substantial and growing amount

(*Continued on page* 36)

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Transportation and Traffic

HEARING on proposed changes in demurrage rules and charges as held Tuesday, December 6, 1960, t Chicago before a subcommittee of ne General Committee, Operating-Transportation Division, Association f American Railroads. On cars not ubject to average agreement, the arriers propose to increase the demurrage charges to $6.00 for each f the first four days and $12.00 for ach subsequent day. At present the harges are $4.00 for each of the first our days and $8.00 for each subsequent day. Under average agreement ight credits instead of the present our may be applied in the cancellation of debits accruing on any one ar. When a car has accrued four ebits, a charge of $12.00 per car er day will be made for all subsequent detention. At the end of the alendar month the total number of pplicable credits will be deducted rom the total number of debits at he ratio of two credits for one debit nd $6.00 per debit will be charged or the remainder.

• ***Motor Carriers Approve $1.00*** Surcharge in Central Area: A surharge of $1.00 per shipment on all hipments weighing 2,000 pounds or ess was approved by the Central Committee of Central States Motor Freight Bureau at its meeting on November 1. On minimum charge hipments the increase will be 50 ents. The proposal, Docket No. 9775, originally sought to establish he $1.00 surcharge on all shipments egardless of weight. The Central Committee also approved Docket 9765 which will cancel the application of National Motor Freight Classification No. 15 in connection vith all Central States tariffs, effective January 15, 1961. Action was eferred by the committee on Docket 9800 which contemplates the cancellation of all less truckload and any-quantity exceptions ratings. A $1.00 per shipment surcharge is also under consideration by the Middlewest Motor Freight Bureau.

• ***Doyle Group Urged to Reject*** Waterway User Charges: The so-called Doyle transportation study group has been urged by six waterway associations to reject user charges "as contrary to the public interest." The Doyle committee has been conducting a study of our nation's over-all transportation policies under the direction of the Senate Interstate and Foreign Commerce Committee. Its report and recommendations are expected to be released next month. The 50-page statement in opposition to the imposition of user charges on waterways was filed jointly by the Inland Empire Waterways Association; Intracoastal Canal Association of Louisiana and Texas; Mississippi Valley Association; New York State Waterways Association; Ohio Valley Improvement Association; and the Upper Mississippi Valley Association.

• ***Examiner Finds Transcontinental*** Motor Carrier Rates Just and Reasonable: Interstate Commerce Commission Examiner W. W. Peck, in his recommended report and order in No. 32545, Minneapolis Traffic Association, et al. v. A. & H. Truckline, Inc., et al., finds the less truckload commodity rates between the Minneapolis-St. Paul, Minnesota area and points in 11 far western states just, reasonable and otherwise lawful. The proceeding embraces a complaint filed by the Minneapolis Traffic Association and the St. Paul Chamber of Commerce alleging that the highway carrier transcontinental rates were unjust, unreasonable, unduly prejudicial and unjustly discriminatory to the Twin Cities and



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unduly preferential of Chicago. The Chicago Association of Commerce and Industry intervened in support of the defendant motor carriers and on brief argued that the rates between Chicago and the western points are not unlawful but are justified by freight forwarder competition from and to Chicago and that this competition is not prevalent to the same extent from and to the Twin Cities. Examiner Peck's report states: ". . . this record clearly establishes the fact that the rates to and from the intermediate point (Twin Cities) are made to meet competition of the forwarders and the Commission recognizes carrier competition as sufficient to rebut the prescription of unreasonableness otherwise usually attached to the higher intermediate rate."

• ***I.C.C. Approves Higher Rail*** Mail Pay: The Interstate Commerce Commission has approved increases in rates of pay and compensation for the transportation of United States mail and services in connection therewith, by eastern, southern and western railroads, retroactively to September 1 and for the future. For western and southern railroads increases of 13 per cent were approved; for eastern railroads, 8 per cent. The higher rates are expected to give the railroads additional revenue of approximately $35,600,000. The Commission's order concluded that "the requested increases in compensation and rates for performing mail services are warranted by marked increases in the operating costs of the applicants since 1956 and those increases are attributable primarily to upward adjustments in wages, fringe benefits and pay-roll tax base and rates."

Neglected Market

(Continued from page 33)

of foreign investment, and partly to independence.

When Indonesia cut loose from The Netherlands, for example, the door was quickly slammed shut on Dutch suppliers. Indonesia's need for imports remained as large as ever, of course, and the native government, by assuming control of local enterprise, soon obtained the hard currency needed to pay for its purchases. Exporters in England, France, Germany, and Japan saw their opportunity and moved in. The United States was conspicuous by its absence. The few American firms that did appear reportedly have been quite pleased with the results.

Nigeria, which represents the largest single aggregation of Negro people in the world, has attracted a substantial amount of foreign investment in the past few years, and during the next decade, there probably will be a good deal more. According to the Bureau of Foreign Commerce, the industries already established there have a healthy appetite for capital goods of all types. The jobs which foreign investment has created support a large and growing middle class — and provide a market which American manufacturers of consumer goods will find it profitable to cultivate, bureau experts say.

Relaxation of import restrictions and economic progress are reassuring, but for most American businessmen surveying the export market the big question is whether specific customers exist for their specific products in a specific area. Few sales promotion managers know it but they can find the answer to that question quite easily with the help of the U. S. government.

One way is through the "trade contact survey." For $10, a commercial attache at any of our foreign service posts will be happy to contact local importers, distributors and manufacturers capable of handling your product and find out whether they're interested. After completing the survey, which takes about 60 days, the attache sends you a report on the local market situation which contains the names and addresses of qualified prospects. You also get a detailed report on each prospect's capitalization, trading area, existing suppliers, and existing product lines. Trade contact surveys can be arranged through the Chicago field office of the Department of Commerce. All you have to do is fill out a simple application form.

"Business proposals" represent another way of entering the export market. They cost nothing. During the past six years, the U. S. government has sent a number of trade missions abroad and arranged meetings for them with merchants, manufacturers, and trade associations in various countries. Each mission is composed of a BFC official and three or four businessmen selected from representative indus-

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es. A company that wishes to y or sell in the areas to be visited omits a brief summary of its oducts and terms. When the mis-n arrives, it publicizes this in-rmation through pamphlets, press eases, and discussion, and leaves e proposal on file with the U. S. mmercial attache afterward. For-gn businessmen who are interested en contact the American firm rectly.

You can find out how to prepare business proposal and how to get aboard one of the coming trade issions (a number of which are anned during 1961) at the Com-erce Department field office in nicago.

Export-Import Bank

In 1934, when the Roosevelt Ad-inistration established the Export-nport Bank, it probably did more increase the saleability of merican products abroad than any her single action before or since. asically, Ex-Im is a $7 billion re-olving fund, sustained by the U. S. easury, which is loanable to reign purchasers of American roducts at the request of either uyer or seller. The bank will not nance transactions which put it direct competition with private nding institutions, but it will put p money (at commercial interest tes) for just about any other type. he fund is administered by five xperienced bankers. Like other embers of the fraternity, they on't grant loans without reason-ble assurance of repayment, but x-Im is not excessively cautious, ccording to those who have dealt ith it. As a matter of fact, the irectors rely wherever possible on he judgement of the private Ameri-an banks through which it usually eals with loan applicants.

Uncle Sam not only helps finance oreign trade, he also supplies in-aluable background information on he subject — reams of it. The ureau of Foreign Commerce is robably the greatest repository of xport data in the country. It puts ut several hundred periodicals, bul-etins, and special reports a year. hese include the Foreign Com-erce Weekly, an annual summary f U. S. export regulations (which kept current by bulletins pub-shed during the year), annual trade atistics summaries, and annual eports on each of the countries we do a lot of trading with. The bureau also publishes a number of background documents, which are updated when the need arises and funds become available. These cover tariffs, taxes, licensing and exchange controls, shipping regulations, and related matters pertaining to trade and investment in individual countries.

One of the BFC's most important activities is publication of "trade lists." Broken down by business or industrial classification, by country, commodity, and type of distributor, these lists give the names and addresses of possible outlets for American products abroad, together with short summaries of each firm's size, sales force, sales area, and product line. Also available are "World Trade Directory Reports;" these are analyses of individual foreign distributors which show the firm's financial references, and capitalization, tell who the owners are and what other foreign countries and firms supply them with merchandise.

On top of all this, the BFC offers a number of pamphlets explaining, in non-technical language, how an American businessman can become a foreign trader. There are specialized publications as well covering such subjects as sources of credit information on foreign firms, kinds of electric current found abroad, and foreign trade practice.

Each BFC publication is available at a nominal price. Says one official: "Any businessman who read all of our material pertaining to a particular country or area would probably end up better informed than a good many experts." There may be a little exaggeration in that remark, but not much.

Reader's Viewpoint

(*Continued from page 5*)

as the most effective contribution employers can make to prevent traffic tragedy from entering employes' homes this Christmas.

ORLANDO W. WILSON
SUPERINTENDENT OF POLICE, CHICAGO

To the Editor:

Coming back recently from Chicago on the Santa Fe, I had the pleasure of reading an article in your magazine, "COMMERCE — Chicagoland Voice of Business." I would very much like to receive a copy of this magazine if possible. The ar-

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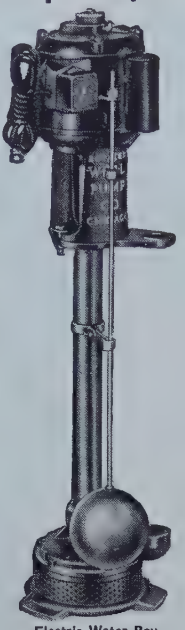
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ticle appeared in your Volume 57 No. 8, September, 1960. Can you please send this to me?

SAM A. WING, JR.
PRESIDENT
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DALLAS, TEXAS

To The Editor:

Please accept my appreciation of the article on the Hospital Planning Council contained in the November issue of COMMERCE. The organization has, in its brief existence, exercised an important influence in guiding the development of the hospital system in Metropolitan Chicago. It should grow in significance over the years. In order to do so it will require adequate financial support as well as the active participation of citizen leaders in the community.

ROBERT H. MACRAE, EXECUTIVE DIRECTOR, WELFARE COUNCIL OF METROPOLITAN CHICAGO

Chicago's Schools

(*Continued from page* 19)

may be found in a comparison of construction costs of new buildings in Chicago and those in twelve other cities. A chart accompanying this article graphically shows that while costs have steadily risen elsewhere, the trend has been sharply downward in Chicago, although each new building must be designed to meet the exacting demands of Willis' educational program. Buildings, fiscal policy and curricula are regarded by Willis as merely implements for better standards of teaching.

Good teaching is the key to implementing the program, as Willis sees it. It is to get good teaching that he seeks to raise salaries and make the city's schools attractive enough as places to teach to compete for personnel with wealthier suburban systems. Holding and augmenting the staff of 17,500 teachers and other professionals is a challenge which the superintendent and his board can meet only if the positions on the staff are attractive.

Under a plan which became effective in 1955, it became possible for Chicago's big city school system to utilize advantages inherent in a big system and at the same time to secure advantages of smaller systems. Local school districts with populations equivalent to cities of 250,000 and pupil populations of 25,000 were set up. Two associate superintendents were placed in charge of instruction, each with responsibility for the total educational program in one-half of the city.

The district superintendent has the advantage of drawing upon supervisory staffs in special areas of instruction. Decentralized leadership makes possible a program of education that moves along continuously under one leader from kindergarten through completion of high school.

Assistant Principals

In order to release the principal from administrative duties and to give him more time to assist teachers, a full-time "freed" assistant principal was assigned to all schools with more than 50 teachers. To work with and help inexperienced teachers, an experienced "master" teacher was provided for each ten inexperienced teachers in a school. Additional clerical staff was provided to expedite handling of the large number of transfer records, as well as the enrolling of large numbers of pupils for the first time.

With the number of transfers into some schools during a year and the number transferring out often totalling more than the total pupil population of these schools, the continuity essential to learning could be seriously affected. To counteract such obstacles to quality and excellence in learning, services were provided that are designed to make teaching more effective. The most important was the addition of staff notwithstanding the shortage of classrooms. Additional money also was allocated for instructional materials.

"Special Service Teachers" were placed in schools where overcrowding was severe and where additional school space had not been completed. These teachers work with children in a number of ways, relieving regular teachers and improving learning opportunities for the children.

As part of the continuing evaluation and improvement program, experimentation was initiated in many schools. In some, for example, during reading periods children were grouped across classroom lines on the basis of their reading achievement. Cross-class grouping also was

HELPING THE PUBLIC SCHOOLS

The author of this article is associated with the Sears Roebuck Foundation which conducts several programs of activities with public school systems through five territorial foundation offices. There is a series of different programs with all major educational divisions of vocational education, including awards for outstanding students and teachers, scholarships, travel expenses to regional and national educational conferences and teacher training. Support also is given to the public information program of the American Vocational Association as well as the Great Cities Project for School Improvement which encompasses fourteen major cities.

There are four scholarship programs. Since 1936, the foundation has awarded approximately 25,000 college scholarships and is currently awarding them at the rate of 1,200 annually. The Foundation supports the Chicago Educational Television Association which beams programs to the Junior Colleges in the Chicago School System. There is a wide area of support in economic education and civics programs. Film production and distribution is also a major contribution of the foundation to public school projects. With exception of national programs, activities are tailored to individual communities across the country and therefore vary considerably in nature.

These boys and girls are selected and the program is built after multiple factors are taken into consideration. Included are a study of the achievement record of the students, scores on standardized tests that indicate potential ability and counseling with the student and parent. The 100 program challenges those "who can run a faster race" to do so. At the other end of the scale of potential, the program for the educable mentally handicapped has been vastly expanded in order to serve more children.

A revised city-wide testing program became effective in February of last year. It includes new areas and begins earlier in some elementary school subjects. In high school, students now have the benefit of tests given in the 11th grade to help them make a wise selection of studies during their senior year and to help them make post-high school plans.

Through the new testing program, the needs of all students, including both the potentially very able and those of lesser potential, can be identified very early and thus they can be counseled and programmed according to their abilities. The adequacy of what is being taught is evaluated constantly and revisions are made wherever and whenever such action seems indicated. Flexibility is another key to the Chicago system's success.

Vocational Schools

The subject of Chicago's trade school program in itself would require more space than is allotted this article. The teaching of the practical arts in Chicago has been hailed throughout the world as outstanding. Vice President Nixon on a visit to Chicago toured one of the vocational schools and enthusiastically called what he had seen the best in his experience. Newly-graduated craftsmen are being received into union membership with praise for the skills they have learned and the training they have received in the Chicago Vocational Schools. Boys who may have chopped cotton in the south as recently as three or

racticed in arithmetic. In joint ementary-high school meetings, facty members discussed goals and roblems. In many districts, agreeents were reached which helped iminate duplications or omissions the elementary and high school rograms. In some cases, for examle, books were reserved for use with ccelerated children in elementary hools and others for "reluctant" eaders in high schools.

The number of situations in which th and 8th grade children from everal different schools could be rought together in one school inreased. As a result, the greatly enched program that could be prooided effectively and economically in n "Upper Grade Center" was made vailable to many more pupils. It is ossible, thus, to group children in arying ways to improve teaching nd learning situations in every subect area for every child.

Schools give specific and careful onsideration to providing for the ifted. Enrichment rather than aceleration is the goal. Several elementary schools have experimented vith varying approaches to a proram for the gifted child. In 1958, n especially-designed program of ducation for the needs of the 100 ost academically able students in very high school was inaugurated.



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four years ago now are equipped to earn excellent livelihoods in the crafts and trades.

The summer school, too, has grown in importance and in enrollment. Classes for the gifted in chemistry and physics and special programs for 7th and 8th grade pupils who need help in reading and arithmetic are included in the summer school program. Enrollment in elementary and high school grades of summer school grew from 14,011 in 1954 to 44,069 in 1959. Willis makes a strong point of the fact that no state aid has been forthcoming to help finance the summer school program in Chicago.

The scope of the Chicago School system is vast, indeed. The Junior College system, for example, has been expanded since 1953 from three to seven branches. The City Junior College TV program, first of its kind in the country, has established a remarkable record. Many young people who otherwise would not have been able to continue their education have been able to obtain the first two years of college work by television. Television has also been used successfully for in-service training of teachers.

It has been recognized that in providing any program for the future, the preparation of teachers is a crucial factor. It has been in anticipation of the fact that teachers may teach in a very different atmosphere in 1975 than in 1960 that the new North Side Teachers College building and program of studies have been planned. Assistance to experienced teachers, too, is part of the continuing program of in-service training. This assistance takes many forms, including discussion meetings, workshops, study groups, demonstration teaching, the use of audio visual aids and perhaps most important of all — the appointment of consultants in both special and academic subject areas.

National population statistics pointing to increased urbanization, and the Chicago birth rate indicate the growth in the number of students in the Chicago School System will continue. It is anticipated that the birth rate of the mid and late forties will start a new population explosion by the late sixties. Population changes within the city hav important implications for the edu cational program. The compositio of the population, the numbers o newcomers and their educationa needs will continue to demand car ful adjustments in what is taugh and how it is taught.

Willis has demonstrated that th new growth need not be an insu mountable obstacle. Already he laying the groundwork, buildin with both unity and flexibility fo the future — as well as the presen Not the least important of his effort is an often-overlooked facet of th Public School's services to the com munity — the evening school. Here education for adults to meet today' changing and complex ways of livin has been revised with very littl budget expansion. Special program of value to the mature, educate citizens have been started and a pla for newcomers has been put int operation. The old concept of "adul education" has gone by the board in favor of something much mor effective.

It has been said of Ben Willi that his ambition is to raise the cul tural level of the more over-crowde neighborhoods of new in-migrants quarter of a century in just fiv years. Those who know him ar fully confident he'll realize tha ambition.

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Electra Story

(*Continued from page* 23)

— 140 airplanes — averages 676 flight every day and flies 325,000 plan miles daily. That's the equivalen of the distance to the moon and a third of the way back again. Elec tras have carried more than 8,500, 000 passengers more than 2,000,000, 000 passenger miles. Two billion passenger miles figure out to a ride of more than 550 miles for each o the 3,500,000 residents of Chicago for example.

But five Electras crashed, four o them with loss of life. Why? Why this tragic experience with what the experts consider as safe an airplan as there is in the world?

Commercial airlines have an as toundingly fine safety record. Ye airplanes — like automobiles, train and buses — are mechanical and pilots are human and accidents do happen.

One thing is certain. Three of the

e Electra mishaps had nothing to with the airplane itself. Two curred on landings, one on take-f. The type of aircraft involved mply happened to be the Electra. could have been any kind of rplane.

The Civil Aeronautics Board at-ibuted one of the landing accidents LaGuardia Field in New York to combination of inadequate run-ay aids, variable weather during e approach and pilot error. In a cond landing accident at LaGuar-ia, a gust of wind, according to the ilot, hit an Electra — as it would ave any aircraft at that moment — a critical point causing it to rike a dike with its wheels and flip er. Tribute to the massive rength of the Electra fuselage was e fact that passengers and crew alked away uninjured from what ight well have been a tragic dis-ter with earlier aircraft.

Third Accident

A third accident, on takeoff at oston, appears to have resulted om an encounter by the aircraft ith a large flock of birds at a itical moment. The birds ap-arently were ingested into the air-lane's engines with a consequent mporary loss of power before the irplane had gained sufficient alti-de. The mishap has been de-ribed as a million-to-one accident ith no relation whatever to the lectra structure or to any other lectra accident.

Yet starkly, candidly and simply, he two other Electra accidents did esult from a failure in the airplane tself. Human endeavor, unfortun-tely, has yet to reach perfection nd despite the twisting, the pum-neling, the testing, there was in the lectra, unknown to the engineers, he possibility of a unique coupling f forces — without precedent in viation technical history — that ould cause an in-flight failure.

The failure that *could* occur *did* ccur over Buffalo, Tex., and while he experts were trying to find the ause of that accident it happened gain over Tell City, Ind. The cientists went to work; these were he best minds in aviation; they ound the cause and how to correct t. In the meantime temporary peed limitations were imposed that uled out any repetition of these isasters. It can be mathematically proved that under these speed restrictions the in-flight accidents never can happen again.

Gen. E. R. Quesada, Federal Aviation Administrator, has expressed his confidence in the Electra. "The speed limit gives the airplane a structural margin as great, if not greater, than any other aircraft in our transport fleet today," General Quesada said. C. N. Sayen, president of the Airline Pilots Association, says, "Our fellows just wouldn't be up there on the flight deck if they thought there was anything wrong with the ship."

The in-flight accidents, in simplest terms, were caused by the meshing of three basic elements at exactly the same time. Painstaking reconstruction of the wrecked aircraft, plus an industry-wide detective job found out what these elements were in one of the most complex investigative jobs ever undertaken anywhere.

The three factors that caused the accidents were speed in excess of 400 miles an hour, previous damage to a part in the nacelle of an engine and the existence of a critical rhythmic resonant response in the structure which could be developed by gusts or rough air. The basic strength of the wing does not enter the situation at all. The Electra wing passed all tests required of any airliner and was proven as strong as that of any other propeller-driven airline airplane.

When the three critical elements — speed, previous damage and turbulence — combined, a unique oscillation was produced in the power plant and propeller assembly that had the damaged mount. The damage allowed the oscillation to increase rapidly, until other basic members of the nacelle gave way. This oscillation was aggravated by the gyroscopic action of the propeller. The growing oscillation was transmitted to the wing and all elements combined to tear the wing from the airplane. No wing on a commercial airliner flying today could withstand such forces.

The absence of any of the three factors makes such a chain of events impossible. Besides the speed restrictions, Electra nacelles are subject to even more rigorous inspec-

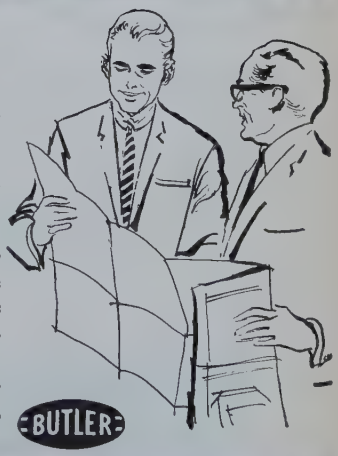


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tion than that customarily required, providing a double margin of safety.

As fast as practicable, the Electras will be modified so they can return to their former speed limits. The modification, which Lockheed is undertaking at substantial expense, will consist of new stiffening members in the engine nacelles, plus matching stiffeners between the engine mounts and the wing, as well as very substantial increases in the wing structure. Electras with modifications are already undergoing tests aloft and the fleet will be fully modified next year.

Lockheed made extraordinary endeavors to produce a "fail safe" aircraft initially. The modifications will produce an aircraft exceeding even original structural expectations. Here are some of the things the engineers did before the Electra even went into commercial service:

The engineers built a complete full-sized fuselage and set it in an open area for testing. They raised fuselage pressure to more than 1,000 pounds per square foot, representing the differential between outside actual altitude of 30,000 feet and cabin pressure at 8,000. They simulated extremely turbulent air. Using a remotely controlled axe, they cut and slashed away at the fuselage to determine whether damage once incurred would spread. They punctured window frames, windshield posts, skins and frames, door corners and the forged main frame for wing-to-fuselage attachment.

Climaxing the tests was a six-foot long rupture made in the fuselage forebody. As in all the other phases of the test program, damage was localized. This is the "fail safe" principle. Ironically, the rupture test was an outgrowth of earlier air disasters when the first commercial jet aircraft — the British Comets — came apart in the air because pressure caused a small break in the skin to become a massive one. Nobody, unfortunately, had foreseen the possibility of such an occurrence. The accidents were part of the world's entry into the jet age. Progress has often exacted a heavy price.

But some people have asked why not ground the Electra fleet while the modifications are being made? Airliners have been grounded before. The DC-6s and the Constellations are notable examples. Even the famed DC-3 was plagued with "bugs" initially.

The Electras have not been grounded because with their speed limits there is no need to ground them. Not a single veteran pilot, for example, has used his seniority right to "bid off" an Electra and on to some other airplane. Pilots continue to fly Electras because they consider them "pilots' airplanes." And the airlines continue to fly them because they are "passengers' airplanes," unequaled in comfort and luxury.

It is quite true the airlines have substantial investments in their Electra fleets. But they have a priceless investment in their good reputations. They chose the Electra for short and medium range jet age work and they find no reason to doubt the wisdom of their course today. In many respects, it would be easier to ground the Electras, although the federal government says there is no need to. But the airlines believe in the Electras and they are backing up the airplane with their reputations.

Even with the reduction in the speed limit, the Electra is still the fastest of the U. S. turboprops. Th speed limit is 260 miles per hou yet passengers frequently note the arrive at their destinations f sooner than 260 mph would the retically allow. This deserves a wor of explanation. At 25,000 fee where Electras frequently fly, a indicated air speed of 260 mph ma be a true over-the-ground speed c 380 mph. The air speed indicato in the cockpit is a pressure instru ment and in the thinner air 25,000 feet the airplane can — i fact, it must — go faster to build th pressure up to a 260 mph readin on the indicator.

At 25,000 feet, 380 mph is jus about the speed the Electra woul fly without restriction, oddly enough It must be remembered, howeve that as the air pressure drops, s do the stresses on the airplane an while the true air speed is faste speed restriction is as effective.

It is interesting to recall tha during the Buffalo and Tell Cit investigation a special voluntee crew, wearing parachutes, took a Electra aloft with the deliberate in tention of putting through the mos drastic maneuvers in the most turbu lent air they could find to see if the could tear it apart. They failed.

There are, as noted, 140 Electra flying all over the world. The ac cidents that have befallen the Elec tras are not out of line with th number flying, even when compare with older types that have been pro ducing safe transportation for years The accidents happened to happe to the Electra — a new airplane — i a short period of time and receive a great deal of public attention.

To sum up in the words of veteran flyer, Capt. Thornton Wag ner, a test pilot for American Ai lines with hundreds of hours in th Electra: "The Electra is a safe ai plane and you can fly in it wit confidence."

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Here, There and Everywhere

(*Continued from page* 14)

lished by Commerce Clearing House The book, "Illinois Labor Law," b Barnet Hodes, partner in the law firm of Arvey, Hodes and Mantyn band is available at $5 through Com merce Clearing House, 4025 Wes Peterson avenue, Chicago 46. Hode a former Corporation Counsel fo the City of Chicago, has authore three previous books on labor.

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CHICAGOLAND VOICE OF BUSINESS

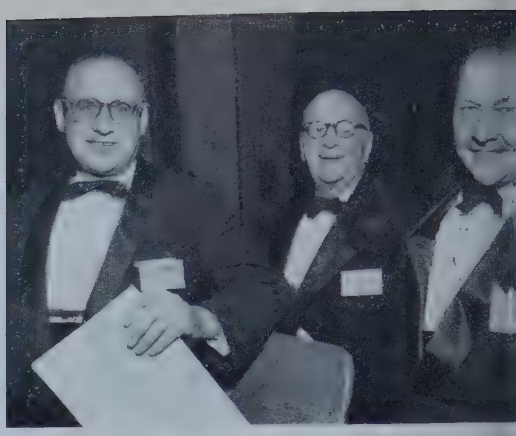
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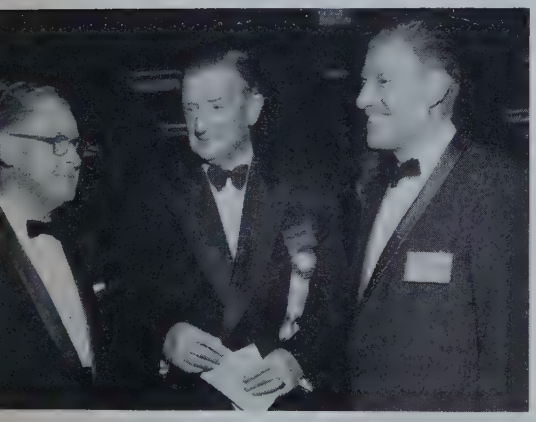
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James V. Fitzpatrick, General Manager, Chicago International Trade Fair, explains a model of McCormick Place to (l to r), Honorable Stephen A. Tolbert, Secretary of Agriculture and Commerce, Republic of Liberia; William Jones, Liberian Consul, P. H. Ho, President, China Development Corporation; General Richard Jones, Former Ambassador to Liberia; Wlodzimierz Zawadzki, Polish Consul General; and A. Adamowicz, President, Polish Chamber of Foreign Trade at the dedication ceremonies of McCormick Place



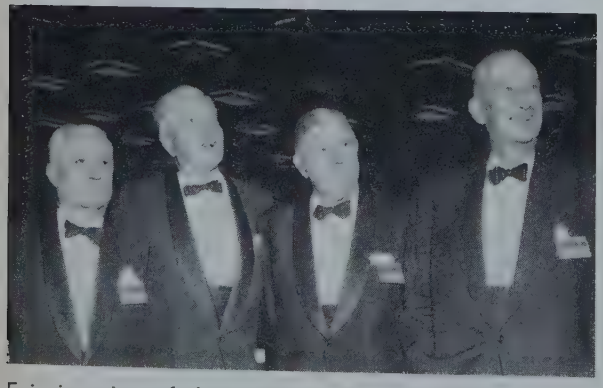
Harold M. Mayer, Vice President, Oscar Mayer & Co.; Board Chairman Oscar G. Mayer, and George L. Irvine, Vice President of the Association's Transportation Division and Regional Vice President of General Electric Co., tour McCormick Place in sightseeing cart at the opening



Sir William Garrett, Director, Monsanto Chemical Ltd., (center), talks with James E. Rutherford (l), Vice President of the Association's Community Development Division and Thomas H. Coulter, Association Chief Executive Officer, at the dedication ceremonies for McCormick Place



A panel of distinguished executives from around the world hold a discussion in the auditorium theatre of the Museum of Science and Industry. The group emphasized the importance of trade



Enjoying view of the formal gardens in McCormick Place during dedication ceremonies are (l to r), Robert S. Cushman, Partner, MacLeish, Spray, Price & Underwood, and Association Director; Arthur H. Motley, President, U. S. Chamber of Commerce, W. D. Maxwell, Editor, Chicago Tribune; and Warren W. Brown, Assistant Vice President, Western Pacific Railroad and Association Director

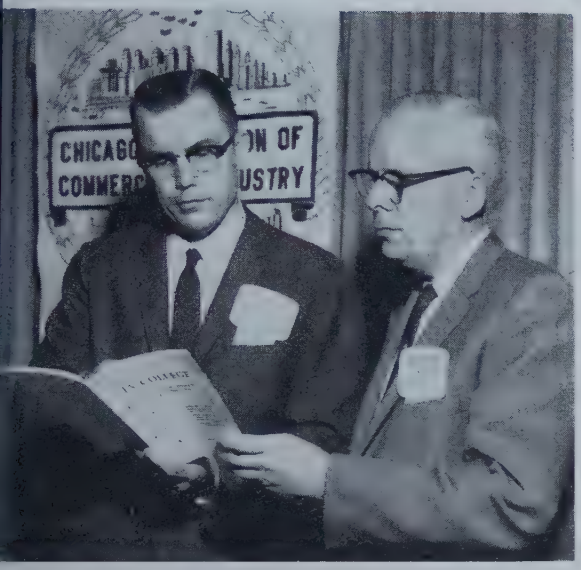


Holman D. Pettibone, Chairman of the Board, Chicago Title and Trust Co., talks with Arthur H. Motley, President, U. S Chamber of Commerce, and Paul W. Goodrich, Association President, at the formal dedication of McCormick Place

ASSOCIATION PHOTOGRAPHED IN ACTION



George L. Irvine (standing l), Vice President of the Association's Transportation Division, discusses action to be taken at meeting of the Association's Industrial Traffic Council. Looking on are Arthur H. Schwietert, Director of the Association's Transportation Division; Frank F. Kolbe, Association General Secretary and Chairman of the Board, United Electric Coal Companies; Eldon Martin, Vice President and General Counsel, CB&Q Railroad, and John S. Burchmore (standing), Partner, Burchmore, Good & Bobbinette



lifford G. Erickson (l), Dean of Television nstruction, Chicago City Junior College and Villiam D. Harmon, Education Advisor, ommonwealth Edison Company and member of he Association's Education Committee, examine report on Chicago's TV College



Thomas H. Coulter, Association Chief Executive Officer, testifies before the City Council on the 1961 budget for the City of Chicago



Discussing the National Aircraft Noise Abatement program at a meeting of the Association's Aviation Committee are (l to r), Brigadier General Jack Cram, USMC (Ret.), National Aircraft Noise Abatement Council; J. L. Donoghue, Vice Chairman of the Association's Aviation Committee, and President, Ralph H. Burke, Inc.; and Lowell E. Geffinger, also a Vice Chairman of the Association's Aviation Committee, and Marketing Supervisor, Commonwealth Edison Company

Reviewing the booklet "VD Boomerang" at the VD Conference held in the Towers of the Conrad Hilton Hotel are (seated l to r) Edward P. Saltiel, Treasurer, Illinois Social Hygiene League; James C. Worthy, Vice President of the Association's Health Education and Welfare Division, Vice President of Sears, Roebuck & Co. Standing are Dr. S. L. Andelman, Commissioner of Health, Chicago Board of Health; and Paul W. Goodrich, Association President



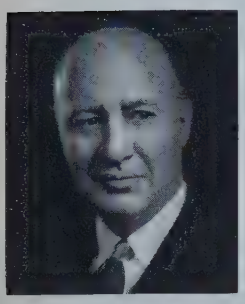


James E. Rutherford

New President Nominated

James E. Rutherford Named to Lead Association

Four New Vice Presidents, Five New Directors



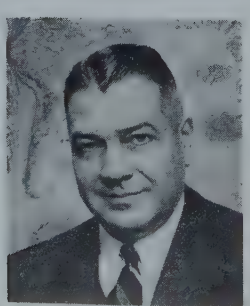
George H. Dovenmuehle



Ben W. Heineman



Harold A. Smith



Harold D. Arneson

James E. Rutherford, Vice President in charge of Mid-America Operations for the Prudential Insurance Company of America, has been nominated to succeed Paul W. Goodrich, President of the Chicago Title and Trust Company, as President of the Chicago Association of Commerce and Industry.

Rutherford, four new vice presidents and five new directors have been nominated and will be voted upon at the Annual Election of the Association to be held Wednesday, January 11, 1961.

Also named by the committee were George H. Dovenmuehle, Chairman, Dovenmuehle, Inc., as Vice President for Community Development; Ben W. Heineman, Chairman, Chicago and North Western Railway as Vice President for Industrial Development; Harold A. Smith, Partner, Winston, Strawn, Smith & Patterson, as Vice President for Governmental Affairs and H. D. Arneson, President, Abbott Laboratories International Co. as Vice President for World Trade. Arneson earlier was named by Goodrich to fill the unexpired term of the late Leslie H. Dreyer, who died November 4.

Also nominated were the following new Directors: For a two year term, Edward F. Blettner, Jr., Vice President, First National Bank of Chicago; J. E. Merrion, President, J.E. Merrion & Company. For a one year term; Donald Erickson, Partner in charge of Chicago Office, Arthur Andersen and Company; Henry W. Large, Vice President, Pennsylvania Railroad Company and Remick McDowell, President, Peoples Gas, Light and Coke Company.

Rutherford was Vice President for Community Development of the Association in 1960. He served as Chairman of the Chicago Chapter of the American Red Cross and a Trustee of the Community Fund-Red Cross Joint Appeal, a member of the Board of Managers of the YMCA of Metropolitan Chicago, a member of the Northeastern Illinois Metropolitan Area Planning Commission, the Physical Improvements Committee of the Chicago Central Area Committee, the University of Illinois Citizens Committee, the University of Chicago's Citizens' Board and its Council on Medical and Biological Research.

Dovenmuehle, who has served on the Association's Board of Directors, is a trustee of Winnetka Congregational Church and a trustee of Presbyterian-St. Lukes Hospital.

He is also a member of the University of Chicago Council on Medical and Biological Research; a member of the Board of the Chicago Better Business Bureau; Director, Chicago Title & Trust Co.; Director, Nashville Bridge Co.; Vice Chairman and Director, Business Capital Corp.; Member, Board of Mortgage Bankers Association of America and Member, Board of Chicago Dwellings Association.

Heineman, an attorney, served two years as Assistant General Counsel with the Office of Price Administration during World War II and in North Africa as Legal Advisor and Assistant Director of the North African Economic Board in Algiers in 1943. He was also on the Civic Affairs Staff of General Eisenhower.

In 1954 he became Chairman of the Executive Committee of the Minneapolis & St. Louis Railway Company, resigning in 1956 to become Chairman of the C & NW. He withdrew from his law practice at that time. He is a member of the

oard of Directors of the Associa-on of American Railroads and member of various committees the Association of Western Rail-ays. He is a member of the oard of the Indiana Harbor Belt ailroad and of the Packers Car ine and a member of the Board d Executive Committee of the merican National Bank and Trust ompany of Chicago.

Smith, an attorney, has been asso-ated with his present firm since 22. He was President, Chicago rime Commission, 1953-54; he was d is active in various Bar associa-ns and legal groups, locally and tionally. He was voted Lawyer of e Year, 1960 by the Chicago Jun-n Association of Commerce and dustry. He is a trustee, North-estern University; has been Vice resident General Counsel and Di-ctor, Monon Railroad; is a Direc-r, First National Bank of Chicago; ustee, Chicago Wesley Memorial ospital, Chicago YMCA, Chicago nday Evening Club and First . E. Church, Evanston.

Arneson, prior to assuming his resent position, served Abbott Lab-atories in the South American ivision; as assistant export mana-r, vice president and general man-ger, president and director. He is member of the American Drug anufacturers Association, Illinois anufacturers Association, Far East American Council Commerce and dustry, International Trade Club Chicago and the International xecutives Association of New York ity.

The nominating Committee is mposed of: John W. Evers, Chair-an; former President, Common-ealth Edison Co., retired; Joseph . Block, Chairman, Inland Steel ompany; Oscar G. Mayer, Chair-an, Oscar Mayer & Company; eorge L. Irvine, Regional Vice resident, General Electric Com-any; Myron Fox, Chairman, Bell avings and Loan Association.

The Committee recommended for e-election the following officers and irectors:

Vice President for Research & Statistics, hn K. Langum, President, Business Eco-mics, Inc.; Vice President for Commercial evelopment, Ferd Kramer, President, raper and Kramer, Inc.; Vice President for ealth, Education and Welfare, James C. orthy, Vice President, Sears Roebuck & ompany; Vice President for Revenue, dward C. Logelin, Vice President, United ates Steel Corporation; Vice President r Transportation, George L. Irvine, Regional Vice President, General Electric Company; General Secretary, E. E. Hargrave, Administrative Vice President, Jewel Tea Company; General Treasurer, Paul C. Raymond, Vice President American National Bank and Trust Company.

For Directors, two year term: Thomas G. Ayers, Vice President, Commonwealth Edison Company; Jack L. Camp, Vice President, International Harvester Company; Marvin Chandler, President, Northern Illinois Gas Company; Robert S. Cushman, Partner, MacLeish, Spray, Price & Underwood; Myron Fox, Chairman, Bell Savings & Loan Association; Truman Gibson, Sr., Chairman, Supreme Liberty Life Insurance Company; M. E. Holt, President, Interstate Dispatch, Inc.; Robert S. Ingersoll, President, Borg-Warner Corporation;

Porter Jarvis, President, Swift & Company; John H. Johnson, President and Editor, Johnson Publishing Co., Inc.; Frank F. Kolbe, President, United Electric Coal Companies; Herbert H. Lello, President, Automatic Electric Company; Lyndon H. Lesch, Vice President, L. J. Sheridan & Company; John Madden, President, James B. Clow & Sons, Inc.; Joseph E. Magnus, Chairman, James S. Kemper & Company;

Harold Meidell, President, LaSalle National Bank; A. C. Nielson, Jr., President, A. C. Nielson Company; Arthur J. O'Hara, Vice President, The Northern Trust Company; Donald O'Toole, President, Pullman Trust & Savings Bank; W. A. Patterson, President, United Air Lines; Bert R. Prall, Chairman, Federal Reserve Bank; Robert F. Quain, General Manager, Conrad Hilton Hotel and Vice President, Hilton Hotel Co.; C. B. Randall, Vice President, Natural Gas Pipeline Company of America and H. Bowen Stair, Vice President, Illinois Bell Telephone Company.



Making big news for press, radio and television crews, the Association announced new impetus would be given Chicago's efforts to expand Chicago markets abroad. At a press conference preceding a meeting of 150 Chicagoland business leaders December 1, Chief Executive Officer Thomas H. Coulter (Above, left) Joseph Kubert, Partner, Booz, Allen & Hamilton (center) and George H. Becker, Deputy Assistant Secretary for International Affairs, U. S. Department of Commerce, discussed the many opportunities for profitable export trade, both now and in the future. Coulter also told TV viewers (below) of the Association's plans for sponsoring the Inter-American Industries Conference, July 22-30, 1961 as an integral part of the 1961 Chicago International Trade Fair. (See "Eye on Chicagoland," page 7 of this issue.)



TIME OFF FOR THE HOLIDAYS

Nearly 1400 firms responded to an Association questionnaire about plans of Chicago Area business to give employes days off for Christmas and New Year's holidays. The general concensus is that the holidays will be observed on Monday by a very large proportion of firms, with about one-half of the firms given some time off on the Friday preceding the holidays.

Eighty-five per cent of the firms responding indicated they would give Monday after Christmas as a holiday observance for office workers and 82 per cent indicated they would close on Monday for their plant workers. Twenty-seven per cent indicated they would close for a half day Friday for office workers and plant workers will be off a half day Friday for 24 per cent of the firms.

Closing down manufacturing and service establishments in the Chicago Area on Monday is planned by 86 per cent and 83 per cent of the wholesale and retail firms will be closed on Monday. In addition, 33 per cent of the manufacturing concerns will close ½ day on Friday for office workers and 32 per cent will close ½ day for plant workers.

Although only 5 per cent of all firms will close *all day* Friday for office workers, a total of 50 per cent will close at least *part* of the day on Friday.

The percentages on New Year's Day are smaller in all cases, but from ¾ to 5/6 of the firms will give Monday off after New Year's, and a substantial portion will give some time off on Friday preceding that holiday.

SURVEY RESULTS OF ASSOCIATION'S "TIME OFF FOR THE HOLIDAYS" POLL

NUMBER OF FIRMS RESPONDING

	Total	Manufacturing	Retail Whsle. Trade	Services	Other
ALL FIRMS	1,396	525	224	263	384
Firms with Office & Plant Workers	894	494	151	94	155
Firms with Office Workers Only	502	31	73	169	229

DAYS OFF

OFFICE WORKERS

	Total		Manufacturing		Retail Whsle. Trade		Services		Other	
	Xmas	N.Yrs.	Xmas	N.Yrs.	Xmas	N.Yrs.	Xmas	N.Yrs.	Xmas	N.Yrs.
Monday	85%	79%	86%	84%	83%	75%	86%	78%	84%	76%
Friday—Close Early	18	13	15	12	11	8	25	15	22	15
Friday—½ Day	27	16	33	19	15	10	28	18	27	14
Friday—All Day	5	1	10	2	1	—	3	1	3	1
Saturday—½ Day*	12	10	4	4	16	13	14	15	17	12
Saturday—All Day*	58	46	69	60	38	28	46	36	63	48
Do Not Work Saturday	64	64	69	69	57	57	67	67	58	58
No Time at All	1	1	1	1	—	—	1	1	1	1

PLANT WORKERS

Monday	82%	79%	84%	82%	78%	70%	84%	83%	79%	70%
Friday—Close Early	12	9	11	9	12	9	20	12	10	6
Friday—½ Day	24	16	32	20	18	13	12	9	15	12
Friday—All Day	7	2	11	3	2	1	4	2	2	1
Saturday—½ Day*	9	8	5	4	19	16	5	5	15	13
Saturday—All Day*	55	47	61	54	35	30	51	41	56	47
Do Not Work Saturday	59	59	62	62	58	58	59	59	52	52
No Time At All	2	2	1	1	—	—	3	3	5	5

*Percent of firms working on Saturday

	Total	Manufacturing	Retail Whsle. Trade	Services	Other
Company Will Hold Party	35%	33%	30%	38%	37%
Holiday Bonus To Be Given	39%	39%	37%	46%	36%

1961 Architectural Honor Awards Program Announced

The 1961 Honor Awards Program which cites outstanding examples of contemporary Chicagoland architecture has been announced by the Association and the Chicago Chapter of the American Institute of Architects.

The annual event, now in its seventh year, will be climaxed with presentation of awards to Chicago architects, builders, craftsmen and building owners at the Annual Honor Awards Luncheon April 13, 1961.

The AIA and the Association sponsor the program to encourage continued excellence in architectural design and related arts and craftsmanship. It offers civic recognition for superior design and construction of buildings completed in Metropolitan Chicago during the past five years.

Each year certificates are presented to architects and contractors of award-winning buildings. Bronze plaques and certificates are given to owners of buildings designated for honor awards. Other citations are made for creative work in the fine arts in conjunction with new buildings and outstanding improvements to existing buildings.

Chicago architect John R. Fugard Jr., AIA, is chairman of the 1961 Honor Awards Committee. This year's jury will include three prominent architects and two Chicago business leaders.

Entries may be submitted between now and January 7, 1961 to cover projects completed during the five year period between January 1, 1956 and January 1, 1961. Complete details will be found in an invitational brochure available from the AIA office or the Association.

1961 Tax Calendar Available

Association members who desire additional copies of the 1961 Tax Calendar for Chicago corporations and individuals may obtain them by writing to the Governmental Affairs Division of the Association, 30 West Monroe street.

The calendar gives complete information on federal, state and local taxes with dates due and the tax agency to which taxes should be sent.

Calendar of Association Events

ec. 20, 21, 27 & 28	Membership Luncheon Meetings	Conference Room 12:15 p.m.
an. 4, 10	Research Clearing House Committee Dr. Harold M. Mayer, Chairman	Conference Room 12:15 p.m.
Jan. 4	Aviation Committee	Traffic Club 12:00 Noon
Jan. 12	Illinois Committee Luncheon Meeting Larry Schumaker, Chairman	Conference Room 12:00 Noon
Feb. 8	Chicago Association of Commerce and Industry 57th Annual Meeting	Palmer House Grand Ballroom 12:00 Noon

inland Signs For 1961 rade Fair

A record high attendance of pro-ssional buyers is anticipated for e 1961 Chicago International rade Fair as a result of the sched-ing of the Fair to coincide with other major industry shows to held here.

Finland's participation as a major hibitor in the 1961 Chicago Inter-tional Trade Fair has been an-ounced by Olle Herold, Managing irector of the Finnish Fair, Hel-nki, Finland.

Finland, with 4,000 square feet of hibit space, will be one of the rgest exhibitors in the Fair, to be ld in McCormick Place, July 25 rough August 10.

Association Chief Executive Offi-r Thomas H. Coulter said: "This nall Scandinavian country on the stern border of the Western Hem-phere is greatly in need of new portunities and new markets for s growing production. In view of e long and close friendship be-veen the U.S. and Finland, it is deed proper that closer trade re-tions be developed to help engthen Finland's place in the ee world."

Coulter added that the U.S.A. ll have a giant exhibit of Ameri-n products in Helsinki in May of 61 to develop the market for nerican products in Finland.

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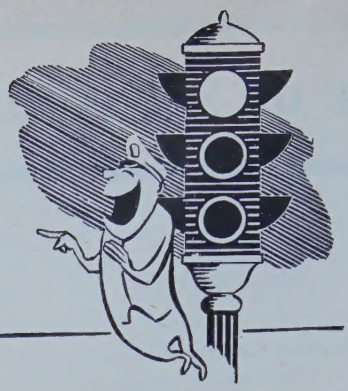
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Stop me...If...



An avid fisherman, true to tradition, could hardly contain himself when recounting his rod-and-reel triumphs to his pals. Indignant at the skeptical hints that he was an out-and-out liar, he bought a set of scales, installed them in his kitchen and insisted that his friends watch as he weighed his daily catch. One evening a neighbor rushed in and excitedly asked permission to borrow the scales. A few minutes later he was back beaming with delight. "Congratulate me," he cried. "I'm the father of a 38-lb. boy!"

•

The dean of women at a large coeducational college severely criticized the moral laxity of the students, and announced in a brief address: "The president and I have decided to stop necking on the campus."

•

Housewife: "Do you mind escorting me out to the garbage can, dear?"
Husband: "Why that?"
Wife: "I want to be able to tell the neighbors that we go out together once in a while."

•

One blistering, hot day when they had guests for dinner, a mother asked her 4-year-old son to say grace before the meal.
"But I don't know what to say," the boy exclaimed.
"Oh, just say what you hear me say," the mother replied.
Obediently, the boy bowed his head and murmured: "Oh, Lord, why did I invite those people here on a hot day like this?"

•

Customer: "Have you any good after-shave lotion?"
Druggist: "Yes. Here's a number that drives the girls crazy. It smells like money."

•

"You sure look worried."
"Man, I've got so many troubles that if anything happens to me today, it'll be at least two weeks before I can worry about it."

•

A minister who liked hot horseradish offered some to a guest at dinner.
The guest took a big bite of food covered with it, gulped, gagged, and said reproachfully to the church man:
"I've heard many a minister preach hell fire, but you're the first one I've met to serve it."

Two businessmen were talking. "Is your advertising getting results?" inquired the first.
"It sure is!" moaned the second. "Last week we advertised for a night watchman and the next night we were robbed."

•

Visiting a prison, a social worker was touched by the melancholy attitude of a man she came upon. "My poor man," she asked, "what is the length of your term?"
"It's all a matter of politics, lady," he shrugged. "I'm the warden."

•

Wave: "Here's your ring. I love another."
Sailor: "Who is he?"
Wave: "You're not going to kill him!"
Sailor: "Heck, no! I'm going to try to sell him the ring."

•

Advice from a Marriage Counselor: In spite of the expense and loss of time, the bridegroom should accompany the bride on the honeymoon. It may be the last vacation he will ever have.

A backwoodsman, admiring the wond of a swank hotel lobby, was particul intrigued by the elevators. He watched a little old lady stepped into one disappeared behind the sliding door. onds later, the elevator returned and stepped a stunning redhead. "Golly," marveled, "I should have brought the lady after all."

•

Psychiatrist: "So you think you're a do
Man: "Arf-Arf!"
Psychiatrist: "How long have you b thinking you're a dog?"
Man: "Ever since I was a puppy."

•

An elderly lady from North Carol zoomed past a state trooper who was cr ing along at a nominal speed. He g chase, and when he had brought her t stop he asked for her driver's licens
The woman looked at him shar "Young man," she said, "how can I expected to show you my driver's lice when you people keep taking it away fr me?"

•

Father, looking over report card, to sn son: "One thing in your favor — with th grades, you couldn't possibly be cheatin

•

The recruit had finished his phys and was being questioned by a serge who asked: "Did you go to gramm school?"
"Yes, sir. I also went through high sch graduated cum laude from college completed three years of graduate studi
The sergeant nodded, reached for a r ber stamp, and slapped it on the qu tionnaire. It consisted of one word: "Li ate!"



"That's the trouble with these housing projects. They all look alike."



Guess who wishes you a Merry Christmas and a Happy New Year?



Media's Law:

To a seller of alpenstocks, the pulling power of an advertising medium is equal to the number of alpenstocks sold.

To media men, pulling power is influenced by several interrelated factors. The law or formula looks like this:

Pulling Power
=
Circulation Volume
×
Editorial Vitality
×
Reader Confidence

The Chicago Tribune, with a circulation 1½ times that of any other Chicago newspaper, out-pulls the other papers by at least 3 to 1 and as much as 15 to 1.

Chicago Tribune